

EUROPEAN NEWS

Robinson set to win Irish presidency

By Kieran Cooke in Dublin

MRS MARY ROBINSON was last night set to become Ireland's first woman president in a significant upset in Irish politics.

Under the transferable vote system the official election result is unlikely to be declared until later today. But if early trends are confirmed and Mrs Robinson, the candidate of the Labour Party and the Workers' Party, is elected it will be a considerable upset for Mr Charles Haughey, the prime minister, and his Fianna Fail party, which has dominated political life since the foundation of the Irish state.

Mr Brian Lenihan, the Fianna Fail candidate, seemed likely to receive more first preference votes than Mrs Robinson. However, when votes are transferred from Mr Austin Currie, the candidate of the main opposition Fine Gael party, Mrs Robinson will probably emerge as the winner.

Last week Mr Lenihan, 60, was sacked by Mr Haughey as deputy prime minister and minister of defence, after being accused of lying about telephone calls he allegedly made some years ago to the president, in order to gain political advantages for Fianna Fail.

Mrs Robinson, 46, a barrister and long serving member of the Irish Senate, appears to have done particularly well in urban areas, winning a majority of votes in Dublin and other cities. Mr Lenihan won votes in rural areas, though in some parts of the country – regarded as Fianna Fail strongholds – Mrs Robinson did unexpectedly well.

Mrs Robinson is believed to have won a particularly high proportion of women's votes. Though the Irish president has few constitutional powers, a victory for Mrs Robinson is seen as heralding a change in Irish politics. It would also be regarded as a defeat for Fianna Fail and its style of politics, perceived by many to be outdated and based on patronage and favouritism.

Mrs Robinson's election will lead to problems for Mr Haughey. Many in his party are unhappy at the dismissal of the popular Mr Lenihan.



Prime Minister Mazowiecki (left) and Chancellor Kohl at yesterday's talks

Greek state sector sales proposed

GREECE'S conservative government has proposed legislation allowing it to sell 49 per cent of state-controlled corporations to the private sector, AP reports from Athens.

The bill refers specifically to the Agricultural Bank of Greece – one of the country's largest banks – and Olympic Airways, the national carrier, and its subsidiaries.

The bill also entitles the state to sell off the Bank of Crete, a former private bank that was nationalized after its owner and chairman was accused of embezzling about \$210m.

The scandal helped bring down the socialist government in 1989.

The legislation also compels companies to have minimum equity capital of 500m drachmas (\$3.3m) to enter the stock exchange, abolishing a system whereby their shares were underwritten by banks for the first six months.

Italy re-opens more old wounds for new purposes

Secret operation revelations have set the conspiracy theorists alight, writes John Wyles

ITALIAN politicians have a seemingly boundless interest in righting old battles. The past is never fully buried; not because of a peculiarly heightened sense of history, but rather because so many events, from terrorist outrages to right-wing coup plots, have never been fully explained.

Those who believe that certain terrible events in the republic's recent history have been shaped by a hidden hand, have seized upon a bizarre exercise known as Operation Gladio, allegedly inspired by the North Atlantic Treaty Organisation.

Details were first revealed two weeks ago, when Mr Giulio Andreotti, the Italian prime minister, sent a report to parliament – apparently two pages shorter than the original draft – on a clandestine Nato operation dedicated to creating an underground resistance force of 1,000 soldiers and civilians in the event of a military occupation of Italy.

Mr Andreotti's hand was forced by an energetic Venetian magistrate, Mr Felice Casson, whose inquiries into a terrorist murder took him into the archives of the domestic secret service Sismi, where he found Gladio records.

Subsequent events have not shown

Italy's media or its politicians at their best. Innuendo is rife and old wounds have been re-opened for contemporary purposes: to discredit the Communist Party (PCI), to discredit and force the resignation of President Francesco Cossiga (who has said he was proud to be involved in organising Gladio as a junior defence minister in 1965), and to belittle past prime ministers Bettino Craxi and Giovanni Spadolini.

In sum, they are intended to further personal and party ambitions before next year, which will see early elections and party trading over who should succeed Mr Andreotti as prime minister next year and Mr Cossiga in 1992.

Deriving its name from an ancient Roman sword with a short wide blade, the modern Gladio has still not been officially disbanded. Created with the help of the US Central Intelligence Agency after 1956, it was equipped with arms caches which, according to Mr Andreotti, were recalled in 1972, although two went missing.

Operational management of Gladio was passed from Nato to Sismi in 1980. The prime minister's report said that British intelligence helped to organise similar networks in France, the Netherlands and Belgium.

Was Gladio a precautionary product of the 1950s military mind which has lain dormant because Italy has remained unoccupied? Or was it itself occupied by obscure right-wing domestic forces, at one time possibly manipulated by the CIA, dedicated to warding off the dominant political nightmare for the US and its allies – the possible election to government of the Communist Party?

And were these forces prepared to bomb and maim the many innocent civilians caught up in terrorist strikes which began in Milan's Piazza Fontana in 1968 and led to more than 80 deaths at Bologna station in 1980?

Gladio is rich and fertile soil for Italian conspiracy theorists precisely because of proven past links between the secret services and neo-fascists. Violence has been a tactic of the extreme right as well as the extreme left, and there are even those who believe that the hard-left Red Brigades themselves may well have been manipulated into murdering former prime minister Aldo Moro by a guiding right-wing hand determined to eliminate the man who appeared to be preparing the PCI for

government. The question as to who has known about Gladio over the years has become a burning one. Former Christian Democrat (DC) premiers and ministers of defence say they were informed by the secret services; the only two non-DC premiers, Mr Spadolini and Mr Craxi, have said they were not.

But then Mr Craxi was shown a piece of paper which he had signed in 1984, about a year after becoming prime minister. He revealed to a special press conference on Wednesday that the paper did not talk of Gladio by name but of the existence of an organisation "for conducting an unorthodox war on national territory if it is occupied by enemy forces, in direct support of military operations by Nato forces". He did not inquire further but is telling Mr Andreotti to reveal more.

Nato in Brussels has refused to confirm the existence of Gladio, but it did label as "incorrect" statements attributed to a spokesman at Supreme Headquarters Allied Powers Europe (SHAPE) in Mons that no such network ever existed. It was longstanding practice, said the Nato spokesman, not to give information on matters of military secrecy.

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Kohl speeds border treaty in concession to Poland

By Leslie Collitt in Frankfurt an der Oder

CHANCELLOR Helmut Kohl, in a significant concession to Poland, has agreed to an early signing of the German-Polish treaty recognising their 1945 Oder-Neisse frontier as final.

After a meeting at the Polish border yesterday with Prime Minister Tadeusz Mazowiecki, the Chancellor said German and Polish foreign ministers would sign an historic border treaty in Warsaw later this month.

Bonn had previously insisted the border treaty could not be signed before completion of a second treaty with Poland on economic, political and cultural co-operation. The two leaders agreed that this accord would be presented next February for ratification by their respective parliaments.

Mr Kohl welcomed the Polish premier to Frankfurt an der Oder as the first foreign leader to visit a reunited Germany. He said Bonn hoped shortly to allow Poles to travel to Germany without visas.

Mr Mazowiecki expressed gratitude that Germany would be the first European country to eliminate visa requirements for his countrymen. In practice, the step means Poles will be able to travel to France and the Benelux countries without visas.

The German and Polish leaders agreed to a series of immediate moves to improve economic links between their countries. The Autobahn across the Oder river at Frankfurt is to be widened to three lanes in either direction and customs controls greatly simplified. They also endorsed a boost in trade and economic co-operation across the German-Polish frontier.

Mr Dieter Vogel, a German government spokesman, noted that the Bonn government might consider offering government incentives for private German industry to invest in roads, bridges and other badly needed infrastructure projects in western Poland, which until 1945 belonged to Germany.

Chancellor Kohl held out the prospect of workers freely crossing the German-Polish border to their jobs in much the same manner as at the German-French frontier. Poland, he said, should become an associate member of the European Community and eventually, with Czechoslovakia and Hungary, a full EC member.

New transmitters will also be installed to improve the audibility of broadcasts to east Europe, the Soviet Union and the Indian sub-continent.

The new three-year funding will total £501.6m: £159.5m

in

1991-92, a real increase of 6 per cent; £166.3m in 1992-93; and £175.8m in the final year.

Mr John Tusa, managing director of the service, said he was glad the government had recognised that just as the 1980s were the years of improving the audibility of broadcasts, the 1990s should be the years when more money was put into programmes.

Earlier this year the BBC agreed to drop services in Japan and Malaya in return for more funding for east European, Chinese and Vietnamese services.

There will also be a real increase in the British Council's funding to cover particularly the advancement of English learning in eastern Europe.

More cash for BBC World Service

By Raymond Snoddy

THE BBC World Service is to be given a significant increase in funding by the British Government, mainly to pay for higher editorial standards and increased re-broadcasting of programmes in east Europe.

New transmitters will also be installed to improve the audibility of broadcasts to east Europe, the Soviet Union and the Indian sub-continent.

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JF PACIFIC WARRANT COMPANY S.A. Société Anonyme Registered Office: 2, Boulevard Royal, Luxembourg

NOTICES OF

- an extraordinary general meeting (the "EGM") of the holders of Ordinary Shares and holders of Preference Shares in JF Pacific Warrant Company S.A. (the "Company");
- a separate class meeting of the holders of Ordinary shares in the Company (the "Ordinary Shares Class Meeting");
- a separate class meeting of the holders of Preference Shares in the company (the "Preference Shares Class Meeting").

The EGM is to be held at the registered office of the Company on 16th November, 1990 at 3:30 p.m.

The Ordinary Shares Class Meeting is to be held at the registered office of the Company on 16th November, 1990 at 4:00 p.m.

The purpose of all three meetings will be to consider separately, and if thought fit, to pass the following resolution which will be proposed as a special resolution:

1. THAT, conditional on the passing of the Resolutions to be proposed at the separate class meetings of holders of Ordinary Shares and holders of Preference Shares convened for 16th November 1990:

(a) the authorised share capital of the Company be and it is hereby increased by the creation of a further 2,500,000 Ordinary Shares;

(b) the issue by the Company of 1,250,000 new Ordinary Shares of a par value of United States Dollars two (U.S.\$2) each on the first business day in London and Luxembourg following the Record Date (as defined below) (the "Closing Date") by the capitalisation of United States Dollars two million five hundred thousand (2,500,000) of the realised profit of the Company for the year ended 30th June, 1990 be and it is hereby approved, such new Ordinary Shares to be issued to holders of Ordinary Shares in registered form on the register of members of the Company at close of business on 19th November, 1990 (or in the event any of the necessary Meetings are adjourned, on the first business day in London and Luxembourg following the passing of all of the necessary resolutions at such Meeting(s) (the "Record Date") and to holders of Ordinary Shares in bearer form against production of coupon(s) in respect of such bearer Ordinary Shares in such manner as the board shall prescribe, in each case in the ratio of one new Ordinary Share for every four Ordinary Shares in registered form held and/or (as the case may be) every four Ordinary Shares in bearer form in respect of which coupon(s) is/are produced, all as more particularly set out in the Circular;

(c) the issue by the Company of 1,250,000 Warrants having the rights and being subject to the conditions set out in Part II of the circular letter to holders of Ordinary Shares and Preference Shares in the Company dated 25th October, 1990 (the "Circular") on the Closing Date be and it is hereby approved, and that such Warrants be issued to holders of Ordinary Shares in registered form on the register of members of the Company at close of business on the Record Date and to holders of Ordinary Shares in bearer form against production of coupon(s) in respect of such bearer Ordinary Shares in such manner as the board shall prescribe, in each case in the ratio of

one Warrant for every four Ordinary Shares in registered form so held and/or (as the case may be) every four Ordinary Shares in bearer form in respect of which coupon(s) is/are produced, all as more particularly set out in the Circular.

2. The EGM will consider further amendments to the Articles of Incorporation which are required to be made as a direct result of legislative changes in Luxembourg whilst other amendments reflect the decision of the Board Directors of the Company to update the Articles of Incorporation.

The wording of the proposed amendments is available on request to the Company.

In summary, the amendments contemplate:

- to provide for an unlimited life of the Company;
- to amend the Articles to reflect the changes in the authorised and issued share capital of the Company pursuant to resolution 1;
- to provide for how the Net Asset Value of the Company should be determined and in what extent the issue of the warrants will be taken into account to reflect the Net Asset Value of the Ordinary Shares on a diluted basis;
- to further define the liabilities to be deducted in calculating the Net Asset Value of the Company;
- to rule the circulation of copies of the directors reports, balance sheet, profit and loss account of the Company to shareholders;
- to determine the provisions for the election of the Chairman of the meeting of shareholders;
- to define the authority of the Board to determine the corporate and investment policy and the course of conduct of the management and business affairs of the Company;
- to delete the reference to a statutory auditor and qualifying shares for the directors, which requirement has been removed by recent legislative change.

By order of the Board of Directors,
Jean-Michel Gehay,
Secretary

Dated 25th October, 1990

NOTE:

1. The quorum for the EGM and the Class Meetings is each time holders present in person or by proxy of 1/2 of the shares entitled to vote on the resolution. In order to be carried, a special resolution should be passed by a majority of not less than 2/3 of the shares represented at the EGM or at the respective Class Meetings.

2. A shareholder is entitled to appoint a proxy to attend and vote instead of him. A person appointed to act as a proxy need not be a shareholder. To be valid white Forms of Proxy in respect of Ordinary Shares and Preference Shares in bearer or registered form should be returned to the office of the Registrar, Banque Internationale à Luxembourg S.A. at 2, Boulevard Royal, Luxembourg and blue Forms of Proxy in respect of Ordinary Shares and Preference Shares in registered form only should be returned to the office of Barclays Registrars, P.O. Box 34, Octagon House, Gadbrook Park, Northwich, Cheshire CW9 7RD, in each case so as to arrive not later than forty eight hours before the time of the meeting at which the proxy is to vote. In order to be entitled to vote at the Meetings either in person or by proxy, holders of Ordinary Shares and Preference Shares in bearer form must in addition deposit the certificates in respect of their Ordinary Shares and Preference Shares with the Registrar at the above address, at least five clear days in advance of the Meetings.

Auténtico 15/10/90

EUROPEAN NEWS

EC clears insurance hurdles

By Tim Dickson in Brussels

EFFORTS to open up the still fragmented European market in insurance services were rewarded yesterday with the adoption by EC internal market ministers of two new directives.

The agreement between them is only a relatively small step towards the final goal of full liberalisation in the sector, but from the European Commission's point of view it keeps the momentum going ahead of the negotiations next year on

much more radical proposals. Contrary to earlier expectations, neither of the measures, which come into effect on January 1, 1993, has been altered as a result of a "second reading" in the European parliament. The one on life assurance restricts consumers to shopping around for life cover at their "own initiative", but companies will be able to market private pensions and other services more aggressively outside their home territory with-

out being established there. Brokers will be free to operate throughout the EC from 1993, offering life insurance contracts from companies in another country to potential policyholders who approach them.

The directive on motor insurance will provide some of the same freedoms which have already been granted in other areas of life.

The authorities in the consumer's member state, how-

ever, will be responsible for controlling the technical reserves necessary to ensure that any insurance contracts are covered by the resources of the insurance company.

The restriction, however, will be greater again if the proposed third non-life directive, currently on the council table, is adopted in its present form. The proposal puts all tariffs on a fully commercial basis, so that they will not in future be fixed by governments.

Renault job cuts to rise next year

By William Dawkins in Paris

RENAULT, the French state-owned carmaker, is planning to accelerate its job reduction plans next year in response to the steepening decline in European car sales.

The group is aiming to lose 4,620 jobs next year, a 6.7 per cent cut in the present workforce of 68,805, say union officials. This compares with the 2,300 jobs lost this year and comes a few weeks after Renault warned that profits would fall by 60 per cent in 1990.

The company is the latest in a line of big car makers to suffer from the downturn.

Renault is unable officially to confirm the details until after they are presented to next Tuesday's staff council.

However, officials say the largest single part of the reductions will come from the Billancourt site near central Paris, which had already been earmarked for closure by mid-1992.

Currently, 2,500 people work there making light vans. The group is studying how to reduce the number of straight redundancies.

"It is no surprise that we are continuing to reduce staff," said an official of the company, which has shed 39,000 jobs over the past five years.

Pöhl says framework for European bank agreed

By Peter Marsh, Economics Staff

BROAD agreement has been reached on the framework for the new European central bank, which would operate in the final stage of European economic and monetary union. Mr Karl Otto Pöhl, the president of the Bundesbank, said last night in London.

Mr Pöhl is chairman of the committee of European Community central bank governors which meets in Basle next Tuesday to decide on the bank's statutes.

The new institution, which some countries hope could become fully operational

around 1998, would administer monetary policy across Europe and also a new single European currency.

Mr Pöhl, speaking at a dinner organised by American Express Bank, said that officials from EC central banks and governments had reached a "high degree of agreement" on four crucial points related to the new institution.

He warned, however, that much had to be done to convert the basic design of the bank into practical policy.

Maintaining price stability would be the bank's prime

task, Mr Pöhl said. It would also be made independent from political interference, and would have full responsibility for monetary policy across Europe.

"The latter is a precondition for a central and undivided monetary policy," continued Mr Pöhl.

Finally, it would have the powers to ensure that individual governments did not simply finance their budget deficits by printing money. These powers would be a mechanism designed to reduce inflationary risks.

East brings market plans west

By Ian Davidson in Paris

THE MOST select gathering of politicians and economic experts in the history of east-west relations gathered in Paris yesterday to share their experiences of the transition from the planned to the market economy - with each other and with leaders of the top western economic institutions.

Dutch and German reservations over software authors retaining rights to rent their products were largely removed, and it was agreed that Germany could keep its copyright duration as 70 years after an author's death.

discussion.

These meetings were held at the French Foreign Ministry with the heads of the International Monetary Fund, the World Bank, the European Commission and the Organisation for Economic Co-operation and Development.

In the evening they debated their economic reform plans and prospects before a public audience of leading French industrialists.

The meeting was convened

by the French planning minister as a response to the sense of isolation felt by Soviet and east European governments, and as a way of enabling western institutions to gain a clearer view of the needs of their economies.

The Soviet Union was represented by Mr Leonid Abalkin, deputy prime minister, and Professor Stanislav Shatalin, author of the radical 500-day reform plan.

Brussels wins two telecoms battles

By Tim Dickson

BRUSSELS yesterday claimed another two scalps in its long battle to open up national markets in telecommunications terminal equipment.

A spokesman for the European Commission said legal proceedings against Ireland and Denmark for breaking EC anti-monopoly rules had been dropped now that assurances had been received from the two member states.

Brussels said the Dublin government only partially complied with a directive introduced in May 1988 requiring it to withdraw the exclusive rights of the telecommunications administration in

relation to the marketing of terminals (faxes, modems, etc). This was because Telecom Eiran, the state company, maintained its monopoly in respect of the first telephone set. However, Telecom Eiran's private sector competitors had been told they could market such equipment on an equal footing.

Other infringement proceedings, meanwhile, had been initiated against Belgium and Denmark, but the Commission said it had also decided to drop the case against the latter because it had since abolished exclusive rights granted in connection with PABXs.

ELECTIONS IN MACEDONIA**Communists hope to retain power**

By Laura Silber in Skopje

THE ruling communists in the southern Yugoslav republic of Macedonia are expected to retain power in a coalition government after the republic's first free elections on Sunday.

The communists could win as much as a fifth of the votes, and forge an alliance with the League of Reform Forces, Yugoslavia's first nationwide party. The poll will test whether the LRF, led by Mr Ante Markovic, the prime minister, can win support in a republican election.

The communists' relatively strong support stems from appreciation by the electorate for the late President Tito. He gave Macedonians their own republic and secured foreign aid in 1964 after an earthquake devastated Skopje, the capital.

Mr Petar Govev, president of the League of Communists of Macedonia, Party of Democratic Change (LCM-PDC) is confident of a good result. In his view, "the LCM-PDC started the battle for reforms over a year ago and has rid itself of all Bolshevik elements".

The commitment by both parties to economic reforms is seen as one of the most important.

Dumas urges UK 'to follow the movement of history'

By Ian Davidson in Paris

MR ROLAND DUMAS, France's foreign minister, yesterday insisted on the necessity of building an economic and political union in Europe, and hoped Britain would "follow the movement of history".

He told parliament that the objective was to create a "democracy of states", and that each state would have to consent to transfers of sovereignty. "That is the price to be paid, and let France give care to carefully consider example."

He stressed that of the 12 member states only Britain

expressed reservations about the plan for union, and questioned whether it had the will to take part. "If that should be the case," he said, "we should regret it, while still hoping for a later change of mind".

Mr Dumas insisted on the need for a common security policy in Europe, and argued that the foundations of a European security organisation should be laid from the start of the inter-governmental conference which EC member states are to open in Rome next month.

**INTERMARKET FUND
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AVIS DE CONVOCATION**

Les actionnaires sont convoqués à assister à une assemblée générale extraordinaire de la société qui tiendra au siège social, le 15 novembre 1990 à 11 heures et qui délibérera sur l'ordre du jour suivant :

- Modifications des statuts pour les adapter à la loi du 30 mars 1988 sur les organismes de placement collectif et à certaines modifications de la loi du 10 août 1915 sur les sociétés commerciales, notamment par modification des articles 3, 12, 13, 20, 23 al. B (c), 25 et 30.

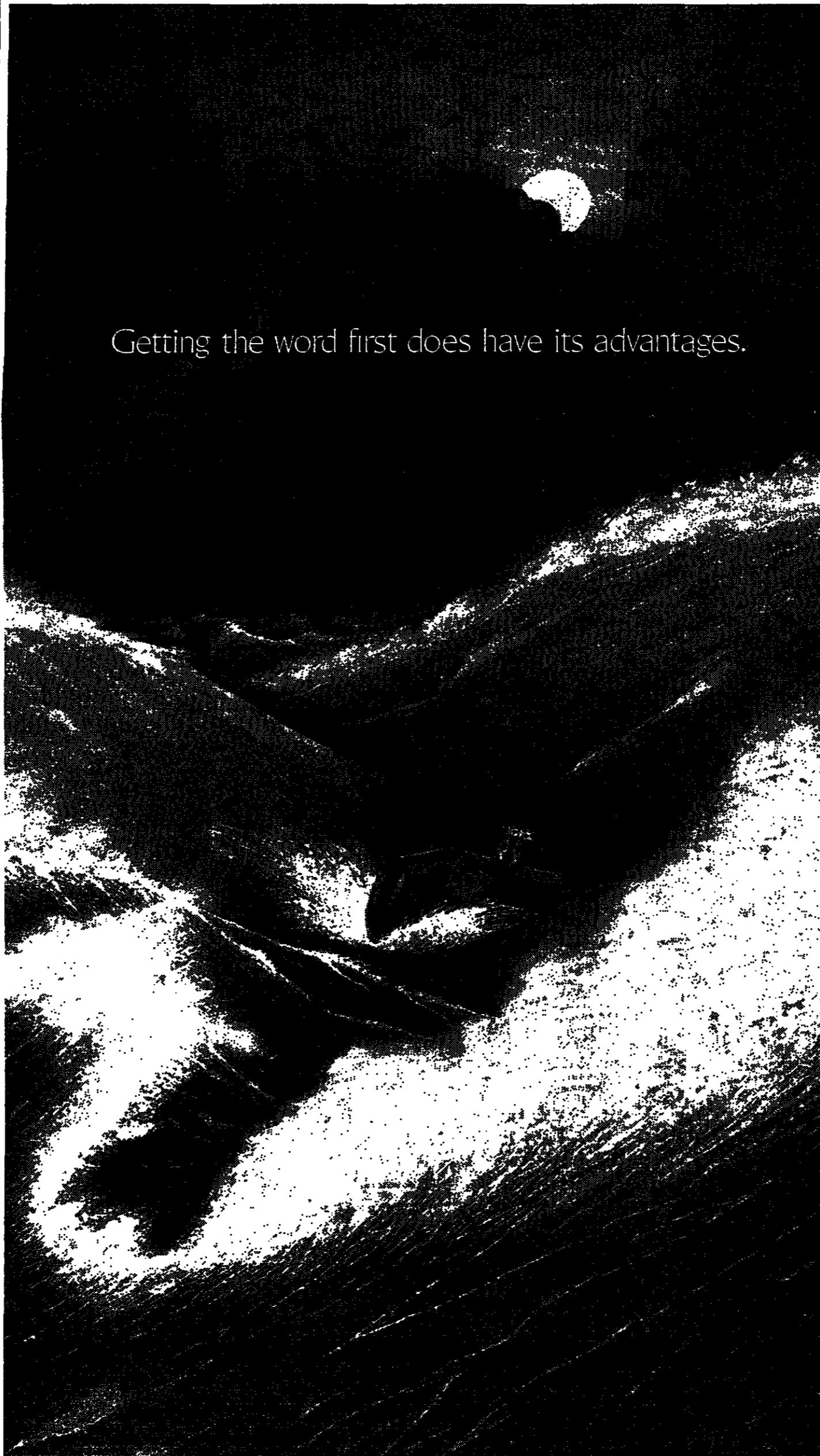
Il est porté à l'attention des actionnaires que le quorum requis pour les résolutions est de 50% des actions en circulation et que les résolutions y afférentes peuvent être votées par une majorité des 2/3 des actions représentées.

Pour être prise en considération les procédures doivent être reçues au siège de la société au plus tard à 17 heures la veille de l'assemblée générale. Les détenteurs d'actions au porteur sont requis de déposer leurs actions auprès de la Banque Internationale à Luxembourg, 2 boulevard Royal, Luxembourg ou auprès de la Banque Arabe et Internationale d'Investissement, 12, Place Vendôme, 75001 Paris.

Des formulaires de procuration contenant le texte intégral des statuts tels que modifiés sont disponibles au siège de la société et auprès de la Banque Arabe et Internationale d'Investissement.

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Sunday Telegraph

INTERNATIONAL NEWS

Hawke announces open market for telecom industry

By Kevin Brown in Canberra

THE telecommunications market in Australia is to be opened to unlimited competition by 1997, Mr Bob Hawke, the prime minister, said yesterday.

The government had previously announced that limited competition would be introduced through the sale of the government-owned Aussat satellite organisation to the private sector.

Aussat will form the basis of a competitor to a government-owned telecommunications

company to be formed through a merger of Australia Telecom, the monopoly domestic carrier, and international carrier, OTC.

However, Mr Hawke said the deal would be finalised in mid-1997, paving the way for other operators to enter the market to provide competition in network services.

The decision is a victory for Mr Paul Keating, the treasurer, who opposed the merger of Telecom and OTC and pressed for maximum competition in telecommunications. Mr Kim Beazley, the communications minister, said the proposals would give Australia the highest level of telecommunications competition in the world.

The government plans to sell Aussat to a consortium of foreign and Australian companies by the end of next year. Preference is likely to be given to consortia with strong Australian participation, and Australian majority ownership may be required in the long term.

Several companies have already expressed interest in Aussat, including TNT and Pacific Dunlop in Australia, British Telecom and Cable & Wireless in the UK, New Zealand Telecom, and Bell South, US West and AT&T in the US.

Aussat will be sold on the basis that it will be allowed to compete with Telecom/OTC in providing a full range of services using both satellite and terrestrial technology.

The government also plans to allow full resale of domestic and international capacity from next year, and will license a third mobile telephone operator to compete with Aussat and Telecom/OTC in providing a full range of services using both satellite and terrestrial technology.

Mr Beazley said the introduction of a second network carrier would cut domestic telephone charges by up to 40 per cent and create thousands of jobs. The privatisation of Aussat is strongly opposed by the telecommunications union.

Telecom productivity is poor compared to similar overseas companies, and some analysts say that up to a third of the 90,000 workforce of the merged Telecom/OTC may have to be made redundant.

In other announcements, the government confirmed the sale to the private sector of 40 per cent of Qantas, and 100 per cent of Australian Airlines, the holding of domestic airline. Foreign shareholdings will be raised from 15 per cent to 25 per cent, with an aggregate limit of 35 per cent for Qantas and 40 per cent for Australian Airlines.

The government is also considering licensing a specialist international freight carrier, for which the most likely candidate would be TNT, which already owns 50 per cent of Ansett Airlines, the second largest domestic carrier.

The shake-up in telecommunications and aviation is part of a series of structural reforms which have become the centrepiece of Mr Hawke's fourth administration, elected in March. Other areas of reform include federal/state relations, road and rail transport and the labour market.

Sacking of Iraqi military chief is latest sign of dissent

By Victor Mallet, Middle East Correspondent

PRESIDENT Saddam Hussein of Iraq's decision to sack his military chief-of-staff is the latest sign of dissent within the Iraqi leadership over the handling of the Gulf crisis three months after Iraq's invasion of Kuwait.

Gen Nizar Khazraji, a hero of the 1980-1988 Gulf war with Iran, was replaced by his deputy Gen Fuissein Rashid, the commander of the elite Republican Guards who spearheaded the lightning assault on Kuwait on August 2.

No formal announcement was made but al-Qadisiya,

army newspaper, mentioned Gen Rashid's new title in a report about a graduation ceremony at a military academy. Gen Rashid is thought to be a relative of Mr Saddam from the Takriti clan.

The sudden changeover surprised western analysts. Although Mr Saddam takes personal control of Iraqi policy at almost every level, the chief-of-staff would be responsible for organising the defence of Iraqi positions in Kuwait in the event of war.

In London the New Umma Party, an Iraqi opposition

group, said Mr Khazraji was fired for failing to report a letter he received from retired army officers urging him to "do something" to avert the possible catastrophe facing Iraq because of its confrontation with the multinational forces in the Gulf.

US officials in Washington were quoted as saying that Mr Khazraji had been promoted to a "non-job" as a special military adviser to President Saddam. Opponents and potential rivals of Mr Saddam have often been killed in the past, and those demoted to obscurity

usually have reason to be thankful.

The move comes less than three weeks after Mr Saddam sacked Mr Issam Chalabi, the oil minister, in a dispute over fuel rationing, and gave the portfolio to Mr Hussein Kamel.

The powerful Mr Kamel, the minister of industry and military industrialisation, is another Takriti and a son-in-law of Mr Saddam.

With international economic sanctions beginning to bite, Mr Chalabi had announced rationing to economise on additives used in refining crude oil. Mr

Saddam fired him and officially cancelled the ration system, apparently in response to widespread public discontent. Iraqi officials said the Oil Ministry had "miscalculated" the consumption of additives.

In a further sign of confusion in Iraq, the New Umma Party said that Gen Abdul-Jabbar Muhsin, the editor of al-Qadisiya, had also been sacked, but not in connection with the military reshuffle.

The newspaper published a story quoting one of Mr Saddam's sons as saying that his father was a poor man who

wanted to be a shepherd, and that he and his brother were saving up to buy their father 200 sheep.

The article has been the target of widespread public sarcasm," said the New Umma Party. "That issue of al-Qadisiya has been withdrawn from the streets of Baghdad."

There also appears to be uncertainty in Baghdad about the wisdom of continuing to hold foreign hostages. Hundreds are deployed as "human shields" at strategic sites around Iraq to deter allied attacks against Iraq.

Japan's troop deployment ends in theatre of the absurd

The attempt by Tokyo to change its constitution revealed a vein of incompetence, Ian Rodger writes

THE withdrawal of the controversial bill that would allow the Japanese government to send troops overseas on peacekeeping missions brings an end to one of the most bizarre episodes in Japanese politics in recent memory.

It has revealed a rare vein of

incompetence not only in the Liberal Democratic Party (LDP), which has ruled the country with a steady hand for 35 years, but also in the awesome bureaucracy that actually runs the government.

Japanese politicians and bureaucrats have become accustomed to heavy pressure from the US on trade issues and usually acquit themselves well in the seemingly endless series of bilateral confrontations. But this time, faced with US pressure on an issue involving international security and political issues, they proved unable to rise above the bitter internal arguments that are the normal prelude to their decision making.

In the weeks following Iraq's

invasion of Kuwait, the government was paralysed, unable to decide how to contribute to the international effort in the Gulf. Then, when the US and other western countries became increasingly frustrated with this behaviour from the country that ruled most of Gulf oil, political leaders and top bureaucrats appeared to panic.

In a now famous display of government disarray, Mr Toshiki Kaifu, the prime minister, went on national television on August 30 to announce Japanese contributions before he had secured cabinet approval for the funds to pay for them.

Barely 12 hours later, after the telephone lines between Tokyo and Washington had been humming, the Ministry of Finance announced that in fact \$1bn would be given to the multinational forces (subsequently raised to a total of \$4bn over a longer period and

to a variety of recipients). The widespread interpretation of this volte face, described by one senior Foreign Ministry official as a "public relations catastrophe", was twofold: first that American pressure had been painfully exerted and second that the minister of finance, Mr Ryutaro Hashimoto, wanted to remind his domestic audience that nobody, least of all the prime minister, committed Japan to spend anything without his personal approval, which had been available on the night of August 30.

It was a classic demonstration of power politics in Japan by a powerful, ambitious politician.

Within a few days, it became apparent that another part of Mr Kaifu's hastily drawn up plan

to send teams of civilians to back up the multinational forces would flop because too few people were volunteering. Moreover, many of those who did volunteer were put

into impractical conditions on their participation. With US pressure still high for a Japanese share in the human as well as the financial risks of the Gulf operation, the focus shifted quickly to drafting in members of the country's Self Defence Force (SDA).

This idea was always bound to be controversial among a people that still has not forgotten how easily a militiaman swept the country in the 1930s, culminating in total defeat in 1945.

The Foreign Ministry tried to ease these fears by proposing severe restrictions on SDF participants. They would have to resign before joining the peacekeeping force and they could not wear their uniforms or carry arms.

However, the Self Defence Agency (SDA), which was not even consulted in the early stages of discussion of the peacekeeping bill, was furious to the peacekeeping force where they could carry arms, wear their uniforms and work together in units.

More than that it seemed to the SDA that the vestige of political control over the operation, thus negating the post-war dictum that the military is totally subject to civilian rule.

There is much puzzlement in and out of government over why Mr Ozawa, nothing if not canny, would introduce a bill that was almost bound to be defeated. Initially, some thought he was trying to

Thai prime minister promises a reshuffle

GEN Chatichai Choonhavan, Thailand's prime minister, yesterday bowed to military pressure and promised major changes in his coalition cabinet, including the removal of an outspoken critic of the military, police captain Chalearn Yoobamrung. Paul Taylor writes from Bangkok.

He said he would reshuffle his cabinet when he returned from Japan and China on November 16. The promised cabinet changes come just three months after the last reshuffle and reflect crumbling military support for the Chatichai-led coalition and more widespread criticism of the

government's handling of the economy.

Capt Chalearn, a minister in the prime minister's office, has frequently attacked the military establishment. He recently infuriated the military commanders in a row over a communications vehicle seized by the army.

North Korea 'increasing war capabilities'

A WAR on the Korean peninsula would kill as many as 2.4 million a week and destroy 90 per cent of facilities in both Korea, South Korea's defence minister said in a white paper yesterday. AP reports from Seoul.

It also warned that North Korea was increasing its war capabilities, with new emphasis on developing chemical, biological and radioactive weapons.

Although the two Korean states have recently started talks, there are no signs that military tension would be eased in the near future, the paper said.

It added that a non-aggression pact such as that drafted by the North Korean prime minister could upset the delicate military balance further in favour of the North.

His remarks in parliament came two days before he leaves for Japan where he is expected to meet with the US vice-president, Mr Dan Quayle. This would be the highest level contact between the two countries since the US halted aid to Pakistan in July October, due to objections about Pakistan's nuclear programme.

Mr Khan said: "No matter how important foreign aid is for us, we shall not aid all come promise our independence and our freedom of action for it."

President Khan said that Pakistan wants to maintain friendly relations with the US, "although some problems have arisen recently, an implicit reference to last month's action by the US."

He also said that Pakistan will honour all its international bilateral agreements. After the Soviet invasion of Afghanistan in 1979, Pakistan has remained one of the largest recipients of US aid after Israel and Egypt, due to its support for the Afghan mujahideen resistance.

Pakistan president urges aid reduction

MR Ghulam Ishaq Khan, Pakistan's president, yesterday promised to reduce his country's economic reliance on the US. Farhan Bokhari writes from Islamabad.

His remarks in parliament came two days before he leaves for Japan where he is expected to meet with the US vice-president, Mr Dan Quayle. This would be the highest level contact between the two countries since the US halted aid to Pakistan in July October, due to objections about Pakistan's nuclear programme.

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Israeli soldier killed in border battle

An Israeli soldier was killed yesterday in a gun battle when five Arabs crossed the border from Jordan intent on avenging the killing of 21 Arabs last month by Israeli police, Judy Maltz writes from Jerusalem. Israeli military officials said one of the infiltrators was killed and the other four were taken captive, in one of the most serious clashes on the Israeli-Jordanian front.

The officials said the infiltrators had crossed the border near the West Bank town of Jericho. The Arabs, one Palestinian in civilian clothes, all armed with pistols and knives, crossed the border at dawn. It was the ninth incident on Israel's eastern border this year.

"This incident indicates a weakening of control within the Jordanian military forces, stemming from extremism, perhaps even religious extremism," claimed Israel's chief-of-staff, Gen Dan Shomron.

Indian president reluctant to call on Shekhar as next PM

By David Housego in New Delhi

THE HOPES of Mr Chandra Shekhar, the rebel Janata Dal leader and the main contender to be India's next prime minister, ran into trouble yesterday because of President R Venkataraman's doubts about the stability of such an administration.

In a crowded day of consultations, the president, as expected, offered the premiership to Mr Rajiv Gandhi, the Congress party leader and to Mr LK Advani, the leader of the Hindu radical BJP party. These are now the two single largest parties in parliament.

Mr Gandhi, who is reluctant to form a minority Congress administration, said his party would support a government led by Mr Shekhar but not be a member of it.

The consultations came after the prime minister, Mr V.P.

Singh, was heavily defeated in a vote of confidence on Wednesday. The president asked him yesterday to continue as caretaker prime minister. Mr Singh told the president of his "strong opposition" to a splinter group under Mr Chandra Shekhar being given an opportunity to form a government.

In his conversations with party leaders, the president asked them whether they were "willing and able" to form a viable government - thus underlining his concern about stability.

Mr Shekhar leads a faction in the Janata Dal of only 52 members in a parliament of 543. He claimed, however, that with the backing of Congress and other allies, he had the support of 260 members.

NOTICE OF REDEMPTION

HMC MORTGAGE NOTES 2 PLC

Class A Mortgage Backed Floating Rate Notes

Due February 2015

NOTICE IS HEREBY GIVEN to the holders of the Class A Mortgage Backed Floating Rate Notes Due February 2015 ("the Class A Notes") of HMC Mortgage Notes 2 PLC (the "Issuer") that, pursuant to the Trust Deed dated 23rd February, 1988 (the "Trust Deed"), between the Issuer and The Law Development Trust Corporation p.l.c., as Trustee, and the Agency Agreement dated 23rd February, 1988 ("the Agency Agreement"), and others, the Issuer has determined that in accordance with the Redemption provisions set out in the Terms and Conditions of the Class A Notes, Available Funds as defined in the Terms and Conditions in the amount of £6,000,000 will be utilized on 23rd November, 1990 (the "Redemption Date") to redeem a like amount of Class A Notes. The Class A Notes selected by drawing lots of £100,000 for redemption on the Redemption Date at a redemption price (the "Redemption Price") equal to their principal amount, together with accrued interest thereon are as follows:

OUTSTANDING CLASS A NOTES OF £100,000 EACH BEARING THE DISTINCTIVE SERIAL NUMBERS SET OUT BELOW
Bearer Notes

1690	1844	1921	2126	2282	2472	2625	2768	2926	3130
1695	1855	1924	2130	2285	2474	2624	2769	2935	3132
1701	1861	1929	2136	2289	2479	2629	2770	2939	3135
1744	1868	1959	2210	2563	2756	2957	2776	2941	3142
1774	1901	3006	2236	2410	2606	2763	2891	3023	3170
1794	1905	3027	2277	2463	2605	2765	2900	3068	3247

AMERICAN NEWS

US-EC ties to be strengthened

By Peter Riddell

The US and European Community are to sign a political statement at the White House next week aimed at strengthening joint ties.

Mr Gilio Andreotti, prime minister of Italy, which currently holds the EC presidency, and Mr Jacques Delors, EC Commission president, will visit Washington to meet President George Bush and sign the document next Tuesday.

Mr James Baker, US secretary of state, has been pressing for a framework agreement to institutionalise US-EC links in the light of the changes in central Europe, east-west relations, Nato, and the EC's economic integration programme.

The US initially suggested a treaty, but the idea was dropped because EC governments did not want to consider it until after the completion of the inter-governmental conference on political union.

Consequently, the "Transatlantic Declaration" will be phrased in vague terms, talking about the Atlantic alliance and shared values and approaches. The document confirms actions already taken over the past year to establish more regular meetings between the US president and the president of the Commission and the Council of Ministers, between the US secretary of state and community foreign

ministers, and between officials at various levels.

There were problems during the drafting over references to security and Nato which the US wanted to include despite French doubts.

The declaration comes at a time when relations have been strained by both the stalemate over the Uruguay Round trade talks and by the Gulf crisis.

The hope is that next week's Washington meeting will inhibit a fresh political impetus to break the logjam in the trade discussions. Mr Bush will meet all the European leaders in Paris in 10 days for the 34th Conference on Security and Co-operation in Europe.

Money-laundering cash for UK

By Peter Riddell

THE US Treasury has given a cheque for \$3m (£1.5m) to the British Customs and Excise as its share of assets seized in the money-laundering case involving Colombian drug groups and staff of the Bank of Credit and Commerce International (BCCI).

A cheque for \$2m has been passed to France for its participation in the case.

The seizure of assets follows Operation C-Chase, a money-laundering investigation launched by the US Customs and assisted by British and

French authorities. Customs agents posing as professional money-launderers penetrated several Colombian groups, and employees of BCCI actively helped in transfers of funds.

Last January, BCCI pleaded guilty to money-laundering offences and agreed to forfeit more than \$15m, of which \$10m went to the US. More recently, five BCCI officials were convicted of money laundering in a US federal court and two officials were convicted in the UK.

The British Customs helped arrange US Customs activi-

ties, obtained and executed search warrants for BCCI corporate headquarters, and arrested one other official now awaiting extradition to the US.

Mr John Robson, US Treasury deputy secretary, said international co-operation in the case showed the "progress countries are making against international drug trafficking and drug-money laundering".

The Group of Seven industrial countries are working together in a Financial Action Task Force on Money Laundering, which opens next year,

Uruguay offers to buy back debt

URUGUAY is offering to buy back its medium- and long-term debt from international banks at a price of 56 cents on the dollar, writes Stephen Fuller.

The offer, at a premium to the current secondary market price of just under 50 cents, is part of a debt reduction accord agreed in outline with leading creditor banks last month.

Banks have already granted the necessary waivers for the proposal totals about \$1.7bn.

the buy-back to go ahead.

Under the agreement, the final terms of which were sent to banks this week, buyers will also have the option of exchanging their loans for concessional 30-year bonds with a 6% per cent annual coupon or providing new loans equivalent to 20 per cent of their current exposure.

The bank debt covered by the proposal totals about \$1.7bn.

ISC technology linked to building of Iraqi bomb factory

By Alan Friedman in New York, Tom Flannery in Lancaster, Pennsylvania, and Leslie Crawford in Santiago

INTERNATIONAL Signal and Control (ISC), the Pennsylvania company whose dealings provoked a crisis last year for its new British owner, Ferranti International, is understood to have indirectly supplied design technology that helped Iraq to build a cluster bomb factory.

ISC's role - which involved the transhipment of the technology by way of Chile - has been confirmed by US investigators, former executives of the company and a key Lebanese-born arms dealer who had first-hand knowledge of the transactions.

Matrix Churchill, the Iraqi-controlled UK machine tools company that received letters of credit from Italy's Banca Nazionale del Lavoro (BNL), is alleged to have supplied Iraq with sophisticated computerised precision tooling systems between January 1989 and February 1990 which were in fact supplied by the Iraqis in their cluster bomb and fuse installations.

Cluster bombs, dropped by aircraft, are designed to scatter up to several hundred bomblets with variable detonation times. In Nato service, their main purpose is attacking armoured vehicles or destroying runways. But they have also been developed in Chile for "anti-personnel" purposes.

Western intelligence officials have told the Financial Times that the handing over of cluster bomb technology began after a meeting in 1983 between Mr Carlos Cardoen, the Chilean arms manufacturer, and Mr James Guerin, the ISC chairman, who was to sell his company to Ferranti of the UK four years later.

Mr Guerin, who has been in the Philippines since October 25, has entered into a plea-bargaining agreement with US prosecutors to avoid trial on charges of illegal arms sales, money laundering and securities fraud.

The cluster bomb "technology transfer" went through a clandestine network operated by Mr Cardoen, who imported the know-how and tooling from the US company in spite of the 1977 US law prohibiting the sale of US military technology to Chile. According to court documents filed in Florida, Mr Cardoen is believed to have sold a total of \$470m (£220m) worth of cluster bombs and related technology to Iraq.

Mr Nasser Beydoun, a Lebanese-born arms broker who worked for Mr Cardoen and recently filed the Florida lawsuit demanding \$30m in commission on Iraqi cluster bomb transactions, said through his lawyer yesterday that he was personally aware of the sale of cluster bomb technology by Mr Guerin's ISC to Chile for use in the Iraqi deals. He refused to discuss details.

Mr Abbey Caplan, the US

lawyer for Mr Cardoen, dismissed Mr Beydoun's lawsuit as "absolutely frivolous". In Santiago, a spokesman for Industrias Cardoen denied there was any connection between ISC and the development of Cardoen cluster bombs.

"ISC's Rockeye cluster bombs are serious competitors to our products," said the Cardoen spokesman, who claimed that Cardoen's only relation with ISC was in connection with a project to sell radio-detected explosives to the Chilean Air Force in which "two ISC engineers came to Chile to try to fix some electronic problems with the radios, but they were unable to do so."

In the early 1980s Mr Cardoen set up a factory in northern Chile for the manufacture of 250lb and 500lb cluster bombs. He later provided Baghdad with a turnkey factory facility, for which ISC is understood to have supplied charts, drawings, designs for fuses and bomblets and other related technologies.

The Cardoen network also received crucial help from Matrix Churchill, which - according to export orders and contracts shown to the Financial Times - between 1989 and 1990 sold Mr Cardoen machinery worth £2m. The machinery is understood to have been used in making cluster bomb fuses.

Matrix Churchill, whose assets have been frozen in the UK and US and whose top British directors were arrested and questioned last month by the UK Customs and Excise, also sold Iraq about £10m worth of other machinery which could be used in making cluster bomb and chemical weapons fuses.

Matrix Churchill declined to comment on the specific details of any deals with Iraq and Chile, beyond saying that the Cardoen group's non-military operations were a big customer for Matrix.

But Mr Peter Allen, the company's sales and marketing director, said: "We have never knowingly supplied any machine to any military establishment. For every machine that has been despatched, the correct licensing procedure has been followed."

US officials in Washington and Pennsylvania have told the Financial Times that the cluster bomb technology sales by ISC are being investigated by a special task force made up of several US agencies.

Ferranti International said it had no knowledge of ISC being involved in any such deal either before or after the 1987 merger between the two companies. It added that it would not have condoned it.

"There were a lot of things such as bogus contracts going on that we did not find out until later," a spokesman said.

Presidential pretenders face stiff challenge

Tim Coone assesses Guatemala's elections and the tasks facing the next president



Montt (left) may be power-broker when Cerezo goes

of the National Advance Party. They are far ahead of the other candidates, according to the latest opinion polls carried out by the Chamber of Free Enter-

prise.

Both are in favour of tax reform, export promotion, privatisations, and of an overall deregulation of the economy to boost growth through the private sector.

Mr Arzu has a more detailed and coherent economic plan which mirrors that of the Arena party in neighbouring El Salvador.

Mr Carpio's campaign has veered towards populist sloganising. He has promised lower taxes, more roads and more welfare. In a country

where fewer than 70,000 individuals and companies pay income tax, his campaign promises appear vague and contradictory.

None the less, having lost the electoral race against President Cerezo in 1985, Mr Carpio has built a powerful party machine and has run an effective campaign, which has reached beyond the urban centre.

Mr Arzu's party is new to the presidential race but, as former mayor of Guatemala City, he commands a strong urban following and trails Mr Carpio by only a few points in the opinion polls.

In fact, neither candidate is predicted to win outright. More likely, a second round will take place next January.

The Christian Democrats would then play a key role, as might other outsiders such as the right-wing Mr Elias Serano, and even ex-General Efrain Rios Montt, who was barred from running. They might encourage supporters to vote one way or the other in return for a share of power.

Mr Rios Montt is the joker in the pack. Forbidden by the constitution from standing for the presidency - having

headed a brutal military government in the early 1980s - he is instructing his supporters to spoil their ballot papers. Before his candidature was

finally quashed by the supreme court last month, he was leading the opinion polls.

By encouraging a high null vote for the presidential election, he hopes to weaken both Mr Carpio and Mr Arzu, and thereby become a power-broker in any run-off.

Neither of the main candidates has dared to challenge the army or the police on their human rights record.

More than 120,000 people are estimated to have died at the hands of the security forces over the past 35 years, according to human rights organisations such as Amnesty Interna-

tional.

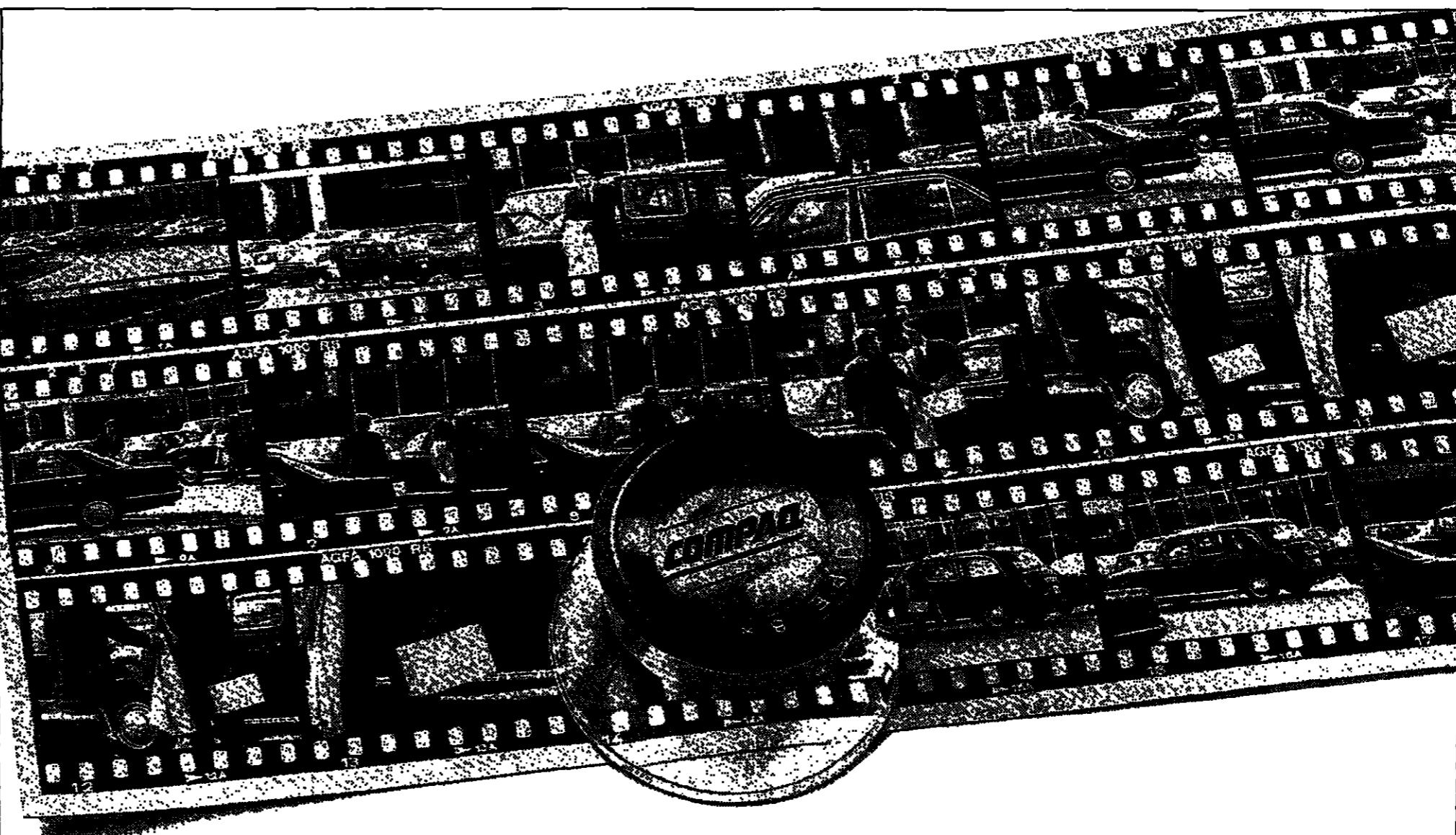
Although the record has improved somewhat during President Cerezo's administration, political murders and intimidation are still common.

One of the latest incidents

was the shooting last month of Mr Byron Barrera, the vice-president of the Guatemalan Journalists' Association. He survived but his wife died in the attack.

Behind the official election talk, the nation's most pressing issues may be being ignored.

As the leader of the Social Democrat party, Mr Rene de Leon, said: "The major parties do not want to confront the real problems and the powers that be. There are people with licences to kill in this country."



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WORLD TRADE NEWS

UK builders 'concerned' for ECGD

THE UK building industry remains "very concerned" about the future of the Export Credits Guarantee Department, whose premium charges make it one of the costliest export credit agencies. Mr Don Holland, president of the Export Group for the Constructional Industries (ECGI) said yesterday. Peter Montagnon writes.

Support from the ECGD was critical to winning a UK role in rehabilitating central and eastern European countries, he told the ECGI annual lunch, but it was being penalised by the government for losses incurred in lending to developing countries.

Banks had suffered too, but they were not government departments required to base on accrued profits to the exchequer, and could obtain tax relief on bad and doubtful debt provisions; the ECGD could not. The ECGI would approach Mr Peter Lilley, secretary of state for trade and industry, shortly, to start "proper" talks about the ECGD's future.

• Midland Montagu Trade Finance has arranged a £250m credit line for the Soviet Bank for Foreign Economic Affairs. The first ECGD-backed facility to carry a multi-currency option, it will back UK capital goods and services exports.

The return of the food mountain

OECD finds higher farm support and forecasts new surpluses, writes Peter Montagnon

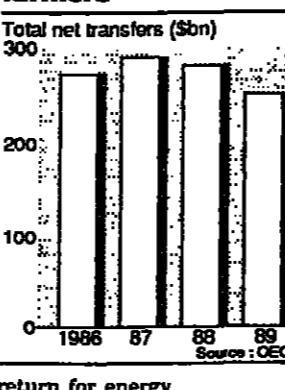
THE COST of support for farmers in the industrialised world has started to rise again after two years of decline, principally because of the effect on world prices of the US drought, according to experts at the Organisation for Economic Co-operation and Development.

Their findings come at a crucial time in efforts to reform world farm trade in the Uruguay Round of multilateral trade liberalisation talks and lend urgency to the need to achieve agreement on progressive dismantling of assistance.

The OECD says its, who have been monitoring the cost of farm support for 10 years, decline to put a figure on the increase expected this year, but some farm economists suggest support could rise by 10 per cent on last year's total of \$250bn. Support is thought to have increased in all industrial countries except Japan and New Zealand.

The changing trend, which has emerged as world market prices for farm products dropped sharply this year, gives the lie to the assumption that two years of declining support marked an end to the structural surpluses that have plagued world agricultural markets for much of the last decade.

In fact OECD economists believe the situation could be much worse by the middle of

Cost of supporting farmers

Despite its record harvest

the Soviet Union itself is likely to import some 30m to 35m tonnes of grain this year, roughly the same as last year. The grain will be needed to supply the cities which face shortages of supply due partly to wastage.

But the OECD economists believe that import demand from the Soviet Union could be transformed if current distribution problems are resolved. It would take only a small increase in efficiency for the country to become much more self-sufficient, they say.

For example, the Soviets currently manage to extract only 8.5 tonnes of refined sugar from each 100 tonnes of beet, not much more than half the

level achieved by the European Community. Given the size of their harvest even a small improvement in the extraction rate would go a long way to meeting their requirements.

Altogether the outlook suggests that policy change designed to make farmers more responsive to market signals is more urgent than ever. Separately the OECD has now published a study of two different approaches - production controls and direct income support for farmers.

To be effective, direct income support should be granted in a context of lower overall support and less trade protection. It should not be linked to individual products, the study suggests. This would exclude deficiency payments of the type operated by the US.

The danger with quantitative restrictions is that they risk perpetuating economic distortions by locking in particular supply patterns and are difficult to enforce. Without some accompanying reduction in prices they are also likely to shift an increasing burden for supporting farmers away from central government and on to consumers.

*Reforming Agricultural Policies: Quantitative Restrictions on Production and Direct Income Support, available from the OECD Publications Service, 2 rue André-Pascal, 75775 PARIS CEDEX 16, France

Hitachi to make discs in France

HITACHI, the Japanese electronics giant, yesterday announced that it is to open a disc-drive making plant near Orléans, central France, to turn out FFR1.8bn (\$350m) worth of units annually by 1994. William Dawkins reports from Paris.

The project is a step in the company's gradual shift of production closer to its main foreign markets, said Mr Takeshi Chiba, general manager of the group's overseas operations. The plant, Hitachi's first computer equipment investment in Europe, is due to open in 1992. Hitachi will invest FFR300m over four years and create 170 jobs initially, rising to 500 by 1994.

The move follows the start of construction of a Hitachi integrated semiconductor manufacturing plant in western Germany. This was widely seen as a response to the European Commission's ruling that chips must be fabricated, not just assembled, in Europe if they are to count as EC products. Hitachi has made television and videocassette recorders in Britain since 1979, and in Germany since 1982.

Hitachi said its investment was motivated by the need to be near European computer industry customers so that it could tailor disc drives precisely to their needs.

Developing nations 'will spurn deal at their own expense'

By William Dulforce in Geneva

FIFTEEN leading developing countries warned yesterday that they would not accept a last-minute deal made at their expense by the major trading powers in the Uruguay Round trade talks.

The stalemate in the discussions was not of their making, the 15 said. The big trading countries that had pressed for the trade-liberalising talks to be held now seemed incapable of taking the substantive and political decisions needed to push the negotiations forward.

The 15 appealed to major traders to bring the four-year endeavour to a successful conclusion at the meeting of world trade ministers in Brussels in four weeks.

Mr Reinaldo Figueredo, the Venezuelan foreign minister, said: "We consider it only right that we should know before-hand where we stand."

He had chaired a two-day meeting of the steering committee for the G-15 developing countries which ended on Wednesday.

Fiat proposes a \$2bn investment in Poland

By John Wyles in Rome, Christopher Bobinski in Warsaw and Kevin Done in London

FIAT AUTO has proposed to the Polish government a nearly \$2bn investment plan over 15 years aimed at completely restructuring Poland's motor industry. The proposal is on the condition that the Italian company is given exclusive manufacturing rights.

The plan, put to Polish ministers and industry executives earlier this week, aims at consolidating the favoured position Fiat has enjoyed in Poland for many years. This has been threatened by attempts to court Warsaw by other motor manufacturers.

The deal is thought to involve Fiat taking majority stakes in both Polish car companies, FSM and FSO, and participating in other joint ventures to produce components.

In return, the Italian company would take over management and marketing of the companies. It would also undertake a thorough reconstruction of Polish car manufacturing, including production lines, research and design.

The request for exclusive manufacturing rights is seen as justifiable in return for a large financial investment in a country short of funds.

Fiat's initiative would transform its current agreement to provide the Micro small car design for manufacturing at the FSO plant in Bielsko-Biala. The agreement, which provides for the production of 160,000 units a year, is due to be launched next year. A third of production would be marketed in western Europe.

A second agreement covering production of 120,000 units of the Tipo at the FSO plant in Warsaw is still at the letter of intent stage.

With talks set to continue next week, the reaction of the Polish government has yet to emerge. It may be unhappy

about giving Fiat a manufacturing monopoly at a time when it is trying to set up a market system. The government may believe it can attract other direct investment from motor companies.

The proposals come as the Polish government is considering a liberalisation of foreign investment regulations. These would ease profit transfer rules, but would remove tax concessions for new investors.

It has been reported that the Italian company is keen that the Poles to provide generous tax concessions for the new ventures.

According to a Reuter news agency report, the proposals were made in secret talks with a Fiat delegation held on Tuesday with Mr Tadeusz Syrycycz, the industry minister, and managers of Poland's state-owned car makers, FSO and FSM.

The report said that Poland was unlikely to accept the exclusivity demand, regarding it as "an evidently monopolistic action".

The Polish car industry is currently based on the production of Fiat models under technology licensing deals, but the Italian group has no equity stake in the two state-owned vehicle producers.

Fiat's initiative comes at a time when several other western car makers are moving quickly to establish a presence in eastern Europe.

Volkswagen and General Motors are already assembling cars in eastern Germany. GM has announced plans for car assembly and engine production in Hungary and hopes to assemble cars in Czechoslovakia.

VW is bidding against Renault/Volvo to take a substantial stake in Skoda, the Czechoslovak car maker.

NOTICE TO THE WARRANTHOLDERS OF**Asahi**

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Warrants (the "First Warrants")

to subscribe for shares of common stock

of Asahi Breweries, Ltd. issued with

U.S.\$ 300,000,000

4 3/8 per cent Bonds due 1993

and

Warrants (the "Second Warrants")

to subscribe for shares of common stock

of Asahi Breweries, Ltd. issued with

U.S.\$ 1,000,000,000

3 5/8 per cent Bonds due 1993

Pursuant to Clause 4 (C) of the Instruments dated 23rd March, 1988 and 31st August, 1989 (the "Instruments") and in accordance with Conditions 7 and II of the Terms and Conditions of the Warrants, Notice is hereby given that:

On 28th September, 1990, the Board of Directors of Asahi Breweries, Ltd. (the Company) resolved to issue Convertible Bonds in three tranches aggregating 75,000 million yen.

The consideration per share receivable by the Company (the initial Conversion Price) was fixed on 8th October, 1990 at Yen 1,128 which is less than the current market price per share on such date on which such Convertible Bonds are to be issued.

Consequently, pursuant to Clause 3 (V) of the Instruments and Condition 7 of the Terms and Conditions of the Warrants the Subscription Price of the First Warrants was adjusted from Yen 1,614.90 to Yen 1,569.30 and the Subscription Price of the Second Warrants was adjusted from Yen 2,045.50 to Yen 1,987.80, both became effective as of 17th October, 1990 (Japan time).

ASAHI BREWERIES, LTD.

By: The Sumitomo Bank, Limited and

Dai-Ichi Kangyo Bank

(Luxembourg) S.A.

as Principal Paying Agents and

Warrant Agents

Dated 9th November, 1990

When a top German bank wanted to expand, we helped them bring home the bacon.

The Westdeutsche Landesbank is one of the largest banks in Germany. With 1992 coming up, however, the need to evolve into a major force on the European stage was high on their list of priorities. With this objective, they approached Arthur Andersen to act on their behalf in acquiring a network of banking entities across Europe, namely,

the European network of Standard Chartered, a British banking group. The fact that we had extensive knowledge of international accounting practices and tax laws was obviously a key factor in WestLB's decision. This enabled us to develop some highly efficient structures for them, regardless of the fact that

there were nine countries in the mix.

And, because of our multinational resources, we helped them complete the deal within four months. Proof that when you need to get things cooking, you can depend on us to go the whole hog.

ARTHUR
ANDERSEN
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ARTHUR ANDERSEN TAX AND LAW CONSULTANTS

"In countries where professional results are personal."

Arthur Andersen
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Kevlar* makes Audi engines last longer. Tyvek* gives every Audi a lifetime identity.

Every Audi is unique. Even cars of the same model have differences in equipment, and keeping track of them is vital. At Audi these equipment differences are encoded and printed on adhesive labels which are then placed inside the boot and in the vehicle's service handbook. Any subsequent repairs or parts replacement are thus made much easier.

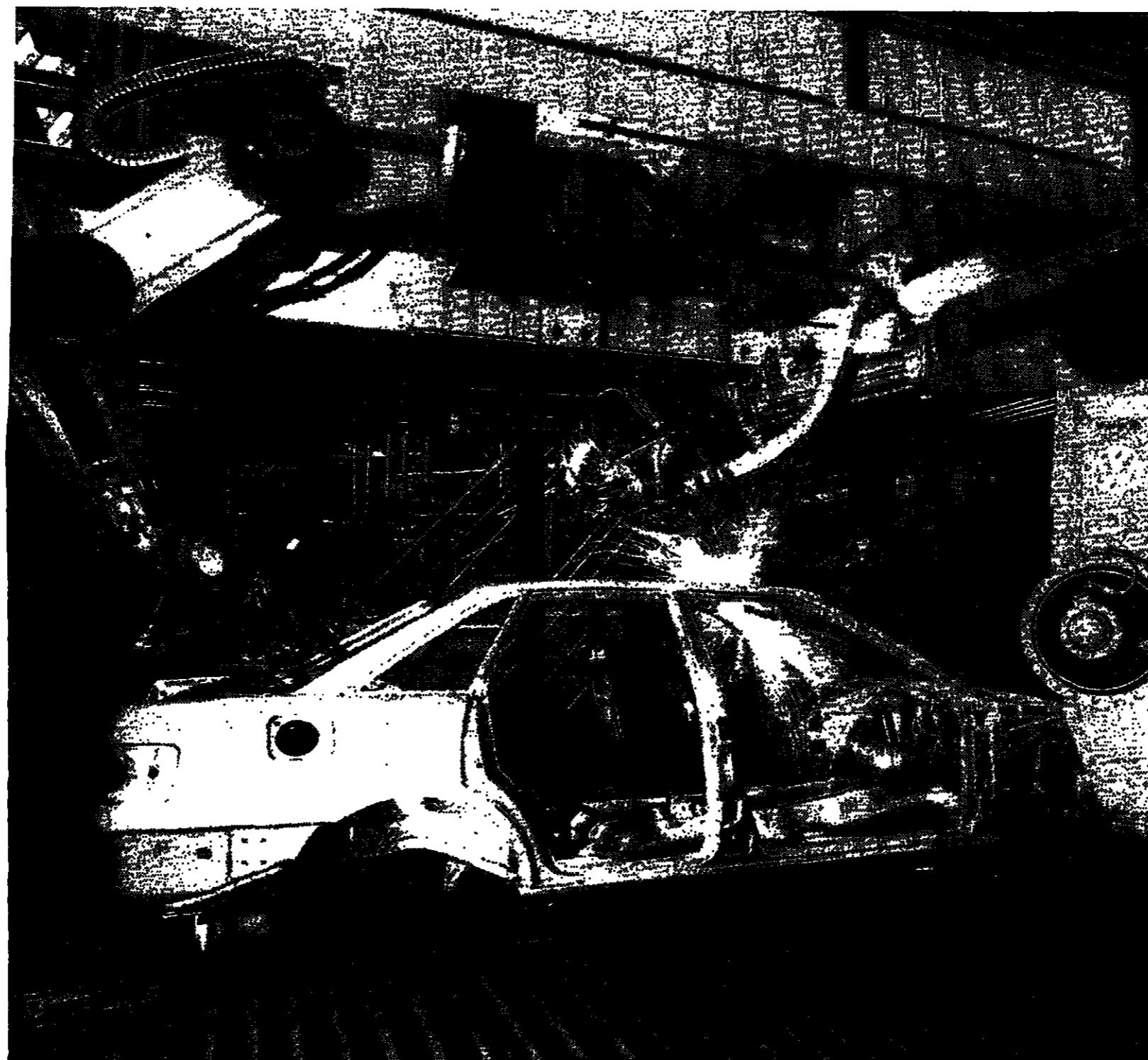
To make sure this system runs smoothly Audi uses labels made only from DuPont TYVEK, because of its tremendous wear resistance and other exceptional properties. Like TYVEK, KEVLAR is also made by DuPont, and is no stranger to automotive manufacturers; they've known about the merits of this high strength, low weight fibre for years. KEVLAR, for example, is used to reinforce cylinder-head gaskets and cooling system hoses in high-performance engines. It is also widely used in brake pads, clutch linings and tyres.

The many strengths of Tyvek.

In developing TYVEK DuPont was able to combine many of the best properties of paper, fabric and film. This unique spunbonded olefin material is extremely light, yet strong and tear resistant. TYVEK shrugs off water and most chemicals, resists puncturing, is approved for contact with foodstuffs, and retains its remarkable properties down to -70°C. It is also highly printable, with a smooth, white surface that's suitable for all processes including computer printers. TYVEK is easily recycled or disposed of, with no adverse environmental effects.

Lost label... big problem.

Labels that get torn, worn or waterlogged can't be read - and an unreadable label is as useless as no label at all. For instance, what's the point of urgently shipping spare



With Tyvek the way ahead is clear.
Paper road maps, city plans and marine charts are great when they are new. But after a while they start to tear at the edges and fall apart at the folds... and if you get them wet they're simply unreadable. But maps and charts printed on TYVEK are different; they can be folded and unfolded endlessly, and can't soak up water (drop one overboard and it will not float, it'll stay completely readable). Even after years of use a map printed on TYVEK will still be pointing the way.

This remarkable durability is why TYVEK is specified by many leading map makers, including Edison Cartographiques, Maritimes and Delfine Editrice, and why the yachtsman's "Blue Book" of Mediterranean ports is printed on TYVEK. Few things take more of a beating than children's books and games... and few materials can take the punishment better than TYVEK. Which is why, for example, Ravensburg Games use it to extend the life of their products.

Tyvek delivers, safe and sound.
When you send something by mail or courier you want it to arrive in the same condition as when it was sent. Envelopes of TYVEK resist pilfering or accidental exposure of the contents through tearing, puncturing, bursting and abrasion. Add to these qualities their postage-saving light weight, water resistance and high-quality appearance, and it is little wonder that they are the primary choice of many banks, insurance companies and legal firms. No surprise, either, that courier services such as Federal Express, and several postal authorities use envelopes of TYVEK for their important and urgent deliveries.

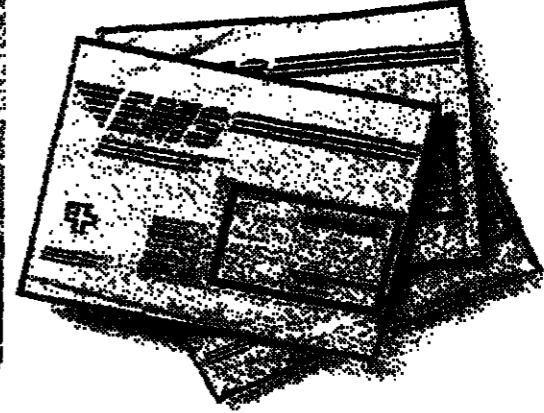
Packed safely.

TYVEK's special properties of strength, security, chemical and physical resistance and light weight offer many advantages to the packaging industry. Its versatility is useful, too: TYVEK can be printed, diecut, laminated, heat-sealed, bonded with adhesive and stitched. Its smooth surface is perfect for record and floppy disc sleeves, while its air permeability allows products to be gas sterilized, making it ideal for sterile packing applications.

Long-lasting legibility plus people protection.

Labels, envelopes and packaging are by no means the only uses for TYVEK.

The same advantages of strength and durability lend themselves to almost any application where the message must get through - display materials such as banners and posters, freight waybills and shipping documentation, ID cards and season tickets, wiring diagrams and instructional manuals... the list is almost endless.



TYVEK keeps valuable documents safe in transit.

And TYVEK protects people, too. Wherever there are hazardous work situations such as asbestos removal, chemical clean-ups, crop or paint spraying, or hospital surgeries and high-tech clean rooms, protective clothing made of TYVEK is available for a wide variety of applications.

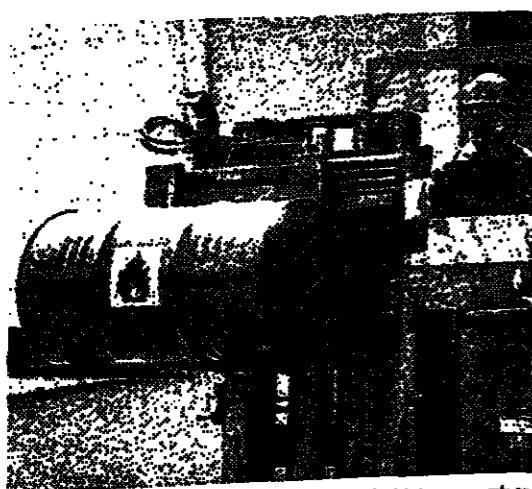
Innovations from DuPont.

KEVLAR, NOMEX* and TYVEK are produced by the Engineering Fiber Systems division of DuPont, which also developed TEFLO^N, TYPAR^{*}, CORDURA^{*} and high-strength Nylon. From house and home to air and space, these products have opened up new perspectives in countless areas and applications.

DuPont is one of the world's leading research-oriented companies, with 39 production plants and laboratories in Europe alone.

DuPont de Nemours International S.A.
Engineering Fiber Systems, P.O. Box 50,
CH-1218 Geneva, Switzerland
DuPont Engineering Fiber Systems.
Develop with us.

*DuPont's registered trademark.



TYVEK for labels you can rely on.

parts if no-one knows what they are? And chemicals that have lost their identity can be downright dangerous if wrongly stored or handled. It is because of the exceptional physical and chemical resistance of TYVEK and the labelling integrity it provides, that it is specified by such leading companies as Ciba-Geigy, ICI and Schering.



Maps made of TYVEK are tear-resistant and waterproof.

DU PONT

UK NEWS

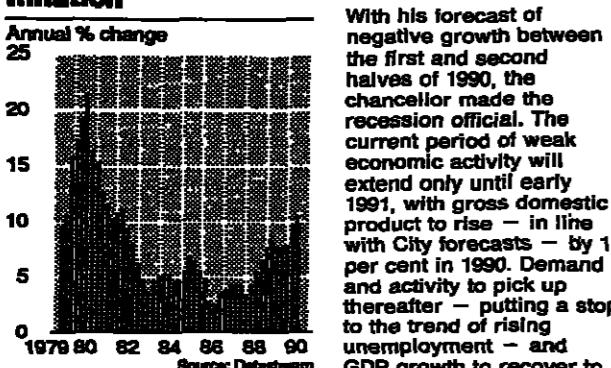
HIGHLIGHTS OF THE STATEMENT

Economic assessment

Forecasts and spending plans were constructed to reflect the evidence that the economy had weakened after a period of strong growth. The Gulf crisis could trigger further rises in consumer price inflation and intensify the slowdown in the world economy. But monetary indicators clearly showed that inflationary pressures had been curbed by the government's tight policy stance. This tough discipline would now be enforced by membership of the ERM. Demand and output had fallen and growth had slowed sharply. The resulting low point in the economic cycle had an adverse effect on revenues, and particularly on the finances of the public corporations.

Economic Forecasts

Inflation



Output

With his forecast of negative growth between the first and second halves of 1990, the chancellor made the recession official. The current period of weak economic activity will extend only until early 1991, with gross domestic product to rise — in line with City forecasts — by 1 per cent in 1990. Demand and activity to pick up thereafter — putting a stop to the trend of rising unemployment — and GDP growth to recover to 2 per cent for 1991 as a whole, with year-on-year growth however only at 1/2 per cent. Manufacturing output to fall by 1/2 per cent in 1991.

Balance of payments:

Strong import growth and rising exports contributed to an improvement in the current account despite a deterioration in the invisibles, partly caused by a drop in the overseas earnings by service companies. Domestic demand and import growth kept slack by the government's tight fiscal and monetary policies to keep current account deficit at the £15bn total which was forecast in the Budget. Next year, the deficit to fall to £11bn, or 1/4 per cent of GDP. In spite of a worse UK export performance as a result of a decline in world trade.

Prices and earnings:

This time last year, inflation was predicted to be 5 1/2 per cent in the third quarter of 1990, an underestimate of over five percentage points. This year, a very sharp fall in the headline inflation rate from this peak is predicted as past mortgage rate rises and the high introductory levels of the poll tax drop out of the index. The City agrees with the Treasury's forecast that retail price inflation will fall to 5 1/2 per cent by the fourth quarter of next year.

Local authorities:

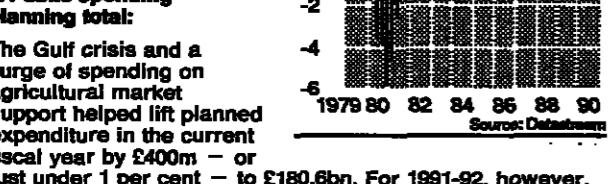
Current spending by local authorities has outstripped that of central government for several years. But the local authorities, together health and social security departments, are singled out as priority recipients for substantial extra resources totalling some £7.5bn in 1991-1992.

Fixed investment growth rate:

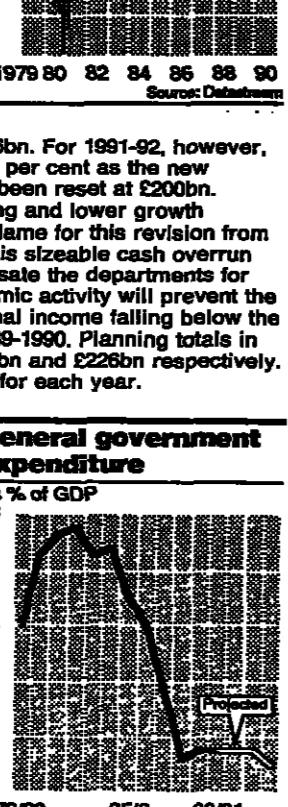
Business investment could have fallen slightly in 1990 and could continue to do so next year. But this would represent a modest drop from very high levels.

Public spending

Public spending planning total:



General government expenditure



Fiscal stance:

High local authority borrowing, problems collecting non-domestic rates and the community charge and the economic slowdown have more than halved the government's expectations of being able to pay back £6.9bn of debt this year. Its public sector debt repayment will be £3bn, or 1/2 per cent of GDP. Although the forecast of the debt repayment has been sliced in half since the March Budget, the new PDSR is unlikely to mean gifts to finance its spending. Membership of the ERM and the anti-inflation campaign necessitate a tight fiscal stance. The City was half-expecting the government to return to a balanced budget or even a deficit this year.

Health:

In a tight public expenditure survey, emphasis was given to a "substantial" provision for a £3.2bn rise in spending on the National Health Service between this year and next, increasing real resource by 5.3 per cent. On top of this, health authorities to keep about £200 million in extra resources which to be earned by cost improvements and income generation.

Transport:

London Transport and British Rail to receive £750m to improve safety over the next three years. Total investment will rise to £16 bn over the next three years, an increase of about £1.5bn compared with last year. The Transport Department's plans to spend £12bn on roads have been passed.

Education:

Record number of students receiving higher education prompted the £650m increase announced education department's planned spending. Local authority standard spending in 1991-1992 is £2.4bn higher than the comparable figure for the previous year. One in five of the 18-19 age group are being educated compared with one in eight a decade ago.

Defence:

Cold War's conclusion to enable savings in the defence budget from 1992 onwards, with falls of about 6 per cent in real terms between 1990 and 1994. The overall changes are an addition of £300m in 1991-92 and a reduction of £230m in 1992-93. For the first time since 1945, spending planned to be much less than one tenth of all government spending.

The Autumn Statement — a budget without the ballyhoo

By Peter Norman, Economics Correspondent

BRITAIN is unique among major industrial countries for splitting its annual Budget into two.

Although lacking the ballyhoo of Budget Day in the Spring, the Chancellor's Autumn Statement is an important event.

It provides an updated account of government spending plans for the current financial year to the end of March, detailed departmental spending plans for the coming financial year that starts in April, and the outline of spending plans for the following two financial years.

The Treasury gives one of two annual forecasts of developments in

the economy — the other being on Budget day.

In addition, the Autumn Statement gives details of National Insurance Contributions for the coming financial year. Taxation matters are dealt with in the Budget.

However, many complexities lie behind this simple scheme. Because the treatment of taxation and spending is split in time, there is no forecast of the government's budget deficit or surplus beyond the current financial year.

Projected unemployment levels are presented as assumptions by the government actuary rather than Treasury forecasts even though they emanate from the Treasury.

Most vexing of all, the reader interested in public spending has to cope with different definitions in the statement.

For the purposes of planning and control, the government uses a measure of spending known as the Public Expenditure Planning Total.

Despite its name, this does not cover all public expenditure. Following changes last year, the planning total definition covers only those areas for which central government is responsible.

The government's broad measure

of public spending is General Government Expenditure or GGE. GGE is used in framing the government's Medium Term Financial Strategy. It is more comprehensive than the public expenditure planning total because it includes local authority self-financed expenditure and central government debt interest. GGE is equivalent to the sum that must be raised each year through taxes or borrowing.

There is a further spending measure: GGE (excluding privatisation proceeds).

During the 1980s, the government set out to reduce public spending as a share of national income, in part to

create scope for tax cuts. It chose its measure GGE, but excluded income from privatisation. GGE (excluding privatisation proceeds) is therefore the broadest definition of public spending.

The differing spending definitions give the Autumn Statement varying grades of transparency. In sectors which are entirely the responsibility of central government, such as defence, it is a good guide to overall spending plans.

Problems arise in areas, such as education, where responsibility is shared between central and local government.

INNER CITIES

Spending on regeneration to be reduced

By Michael Cassell

THE government will point to the amount of cash being made available to help the regeneration of Britain's inner cities as evidence of commitment to tackling an issue which exploded politically after the street riots of the mid-1980s.

The latest figures will not however, prevent the sceptics from continuing to claim that ministers are still paying lip service to the problem.

As a result of the latest government spending round, the extent of the funds available to the Department of the Environment for urban regeneration will be higher than was originally planned for next year, but nevertheless will be lower than spending in the current year.

In the three years since Mrs Thatcher launched the inter-departmental Action for Cities programme, the government has won little praise for its efforts to fulfil the prime minister's post-election pledge to tackle the issue.

The 1990-91 budget of £206m, split up across a range of uses — from land grants to urban development corporations and city action teams — will now fall next year to £207m, rather than the £224m previously projected. Some individual budgets within the total amount available will rise, however.

The main losers will be the Urban Development Corporations responsible for the regeneration of 40,000 acres of largely run-down, inner city areas.

By Philip Stephens and Alison Smith

SIR Geoffrey Howe yesterday reopened the sharp divisions within the government over Europe, and dented cautious Tory optimism on the economy after the Autumn Statement, by declaring that his differences with Mrs Margaret Thatcher were linked to the substance as well as the style of her approach.

His remarks, a week after his resignation as Deputy Prime Minister, came as the Conservative party began formally the election process which could prompt a leadership challenge to the prime minister within the next week.

Earlier Mr John Major, the Chancellor, had sought to cheer Conservative MPs with a confident forecast that inflation would fall from the present 10.9 per cent to 5.5 per cent by this time next year.

His Autumn Statement, combining a relatively tight squeeze on overall public spending with substantial cash increases for the poll tax, health, social security and education, was seen by Tory MPs as a skilful package.

Friends of Sir Geoffrey said that although he was dismayed by the Prime Minister's adversarial style in his negotiations with Europe, he would also stress more substantive differences. His fear was Mrs Thatcher's deep hostility to a single European currency was leading her to rule out a possible compromise at the forthcoming EC conference on monetary union.

Although his friends described the timing of his statement and the opening of the leadership contest by the backbench 1922 Committee as "coincidental", the statement added to the fever surrounding Mrs Thatcher's leadership.

That cautious optimism was denied by Sir Geoffrey's unexpected intervention, which raised fears among Tory MPs that the recent turmoil in the

party appears set to continue for the immediate future.

It fuelled speculation also that Mrs Thatcher will face a contest in the leadership election.

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DEFENCE

Military spending plans dispel hopes of a large peace dividend

By David White

ANY lingering hopes of a large "peace dividend" in the short term were dispelled yesterday by a cut in defence spending plans.

A cut in Britain's military budget of 6 per cent in real terms between the current year and 1993-94 is a far cry from the multi-billion-pound cuts that many opposition and some Conservative MPs have been recommending because of the easing of east-west tension.

This underlines the new emphasis on the quality of government in developing countries as an aid criterion. The issue was first raised by Mr Douglas Hurd, foreign secretary, last summer when he called on developing countries to adopt what he called "good government".

Spending in the current year is expected to be more than £250m higher as a result, at £21.58bn, and parliament will be asked to approve a supplementary estimate to cover remaining Gulf costs.

Figures for the next two years are little different from those drawn up before the summer, when the government outlined plans for reducing the size of the armed forces.

In cash terms, spending is set to continue rising, levelling out in 1993-94. This is expected to bring UK defence spending down to 3.4 per cent of gross domestic product (GDP) three years from now. This would be close to the current average within Nato, but other allies are also cutting the share of resources for defence.

This year's UK defence spending is expected to fall below 4 per cent of GNP for the first time since the Second World War. But the figure is still higher than countries

such as Germany and Italy.

Mr Tom King, the defence secretary, has repeatedly warned about the lack of leeway for early financial savings, despite the "Options for Change" plans announced in July, involving cuts of some 18 per cent in service manpower by the mid-1990s.

The inertia of the defence budget is explained by the long-term nature of military equipment programmes and the expected restructuring costs of Britain's reduced military commitment in Germany.

The MoD said yesterday that the spending plans underscored Britain's commitment to a "strong and flexible force capability, adapting to changing circumstances and maintaining a major contribution to the Nato alliance."

Aid increased to £1.86bn but squeeze is likely to continue

By Peter Montagnon

OVERSEAS AID spending is likely to remain squeezed in spite of the increases announced yesterday which will take the overall budget to £1.86bn by 1993-94 from the £1.59bn originally planned for the current year.

The Overseas Development Administration (ODA) said this represented a 2 per cent real increase in the aid budget for the period as a whole. However, some of the increase has already occurred with a previously-announced special revision to the budget for the current year.

This was for aid spending in Zambia and on the Commonwealth Development Corporation, which helps fund private sector investment in developing countries. It took the budget for 1990/91 to £1.62bn.

This is again being budgeted separately and includes a further £20m next year for the so-called Know-How Fund

which provides technical help to eastern Europe and a similar amount to cover Britain's contribution to the new European Bank for Reconstruction and Development.

Mrs Lynda Chalker, aid minister, said aid priority would be given to the promotion of sound economic policies, pluralism and human rights, and to the pursuit of environmental initiatives in the fields of forestry, population and energy efficiency.

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Mercedes-Benz 190E 2.0 fitted with optional alloy wheels. 118bhp, maximum speed 120mph. 190 series models priced from £15,590 (correct at time of going to press).

That's because Mercedes-Benz hold fast to the precepts of engineering excellence laid down by their founders, Karl Benz and Gottlieb Daimler, more than a century ago. Their convictions have strengthened into a quality standard that every design idea is still measured against.

And nowhere is this urge to excellence more reassuringly confirmed than in the current 190 series, a product of the company's eleventh decade of car making.

A PIONEERING REAR SUSPENSION

When it first appeared, the 190 gave the world multi-link rear suspension, a new solution to universal problems arising from the conflict between good ride quality and good handling. The elegance and effectiveness of the multi-link design is now acknowledged throughout the car industry, and has since been introduced to other Mercedes-Benz models, including the remarkable new SL sports car. A better testimonial than that you will not find.

But the real triumph of the 190 series is the wholly convincing way it complements the larger, more traditionally sized Mercedes-Benz models. You'll find in the six-car 190 series levels of safety engineering, build quality, on-road assurance, comfort and verve that are the hallmarks of every new Mercedes-Benz – regardless of size.

When Mercedes-Benz build a compact car there can be no half-measures

In common with its larger brothers, the 190 offers superbly insulated interiors and refined powertrains, height adjustable seat belts that automatically tighten their hold if there's an accident, and a rigid passenger safety cell specifically engineered to protect the car's occupants

in a 40% offset frontal collision – the most common type of head-on accident there is – as well as a 100% head-on collision.

SMALL IN TOWN, BIG ON THE MOTORWAY

You will also find compactness and manoeuvrability. A car that feels effortless and substantial on the motorway, but small, parkable and nifty in town. These are universal 190 qualities whether you choose one of the two highly durable diesels, or from the petrol-engined range which includes the agile 190E 1.8, the 190E 2.0 (pictured) and the seamlessly smooth six-cylinder 190E 2.6. From 75 bhp to 160 bhp, simply choose the performance you need.

Now you can add Sportline handling and seating packages. And all the petrol-powered 190 series cars listed above are fitted with closed-loop three-way catalytic converters.

When Mercedes-Benz build a smaller car, the only thing about it that's small is the road space it occupies. Compact in the traffic it may be, but the 190 series gives a full measure of Mercedes-Benz integrity.



ENGINEERED LIKE NO OTHER CAR
IN THE WORLD

UK NEWS

International competition hits steelmaking

British Steel to close 'obsolete' Scottish plant

By James Bunton, Scottish Correspondent

BRITISH Steel yesterday delivered the second devastating blow in six months to steelmaking in Scotland when it announced the closure of its tube works at Clydesdale, near Motherwell, Lanarkshire, with the loss of 1,200 jobs.

The decision, following the company's announcement of the closure of its hot strip mill at the nearby Ravenscraig complex with the loss of 770 jobs, was greeted with dismay by the government and fury by opposition politicians. Both fear that the closure of the two plants, scheduled for early next year, presage the end of steelmaking in Scotland within a few years.

British Steel said that Clydesdale's seamless tube process was obsolete and faced strong competition from international producers.

The plant had been incurring significant losses for six years and world overcapacity of 40 to 50 per cent in its market precluded profitable investment in new capacity. Efforts to form an alliance with manufacturers outside the UK had failed.

UK business 'most pessimistic' in Europe

By Edward Balls

BRITISH businessmen are the most pessimistic in Europe but business confidence is falling across the world, according to a survey conducted by Dun & Bradstreet.

The survey shows that a 4 percentage point balance of UK businessmen expect sales to fall, rather than rise, in the final quarter of this year, compared to a European average balance of 37 expecting higher sales.

Business optimism across

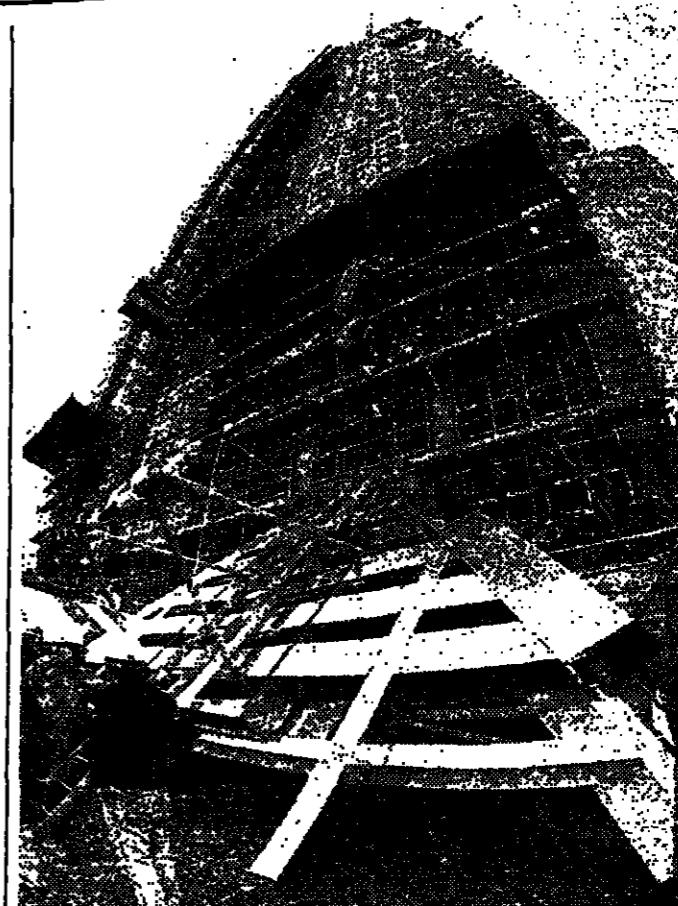
Europe has fallen to its lowest level since the survey began in the second quarter of 1988. In Britain, confidence has fallen furthest. The balance expecting higher profits have fallen in the UK from 62 to minus 4 over the last two years. The average European balance fell from 40 to 26 over the same period.

In each of the 14 countries surveyed, business expectations for fourth quarter sales are down or flat compared to

men more pessimistic than in Britain.

The survey, covering 10,000 business executives in 14 countries was conducted in September, as business worldwide were becoming increasingly concerned about the consequences of the invasion of Kuwait.

Dun & Bradstreet International Survey of Business Expectations. Available from Bosanquet, 50-52 St John Street, London EC1M 4DT.



The steel structure of Britain's tallest building, the 800ft office tower at Canary Wharf in London's former docklands, was completed yesterday when the topmost piece of steel pyramid (pictured above), was lowered into place.

The building, developed by Olympia & York the private property group, and already dominates the skyline to the east of the City of London and can be seen up to 25 miles away.

MAKING SHORT WORK OF A LONG HAUL.



WHAT USED TO BE A HOP AND A STEP

AWAY IS NOW JUST A STEP AWAY.

THANKS TO LUCAS TECHNOLOGY.

LUCAS DEVELOPED THE ELECTRONIC FUEL

CONTROL SYSTEMS WHICH LAST YEAR HELPED

ROLLS-ROYCE TO POWER A BOEING 747-400

FROM LONDON TO SYDNEY FOR THE FIRST

TIME NON-STOP.

OPENING UP NEW POSSIBILITIES

THROUGH THE APPLICATION OF ADVANCED

TECHNOLOGY IS A LUCAS SPECIALIZATION.

JUST ONE OF THE REASONS WHY LUCAS IS

CHOSEN TO SUPPLY LEADING MANUFAC-

TURERS, LIKE ROLLS-ROYCE AND BOEING.

IN AEROSPACE, IN AUTOMOTIVE AND

OTHER SELECTED MARKETS WORLDWIDE.

TO CUT A LONG STORY SHORT,

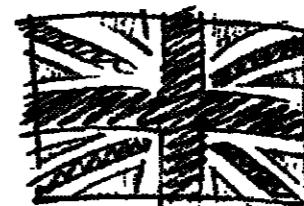
LUCAS IS ON COURSE TO A REWARDING

FUTURE FOR CUSTOMERS AND SHARE-

HOLDERS ALIKE.

Lucas

THE COLOUR OF INNOVATION

BRITAIN IN BRIEF**New powers of arrest in N Ireland**

The security forces in Northern Ireland are to be given extended powers of search and arrest of suspected terrorists or their sympathisers under new anti-terrorist legislation.

The new Northern Ireland (Emergency Provisions) Bill announced by Mr Peter Brooke, the Northern Ireland secretary last night, also creates a new offence of "going equipped for terrorism".

The bulk of the new legislation re-enacts existing anti-terrorist laws dating back to the 1970s, at the height of Northern Ireland's "troubles".

The laws, some of which have been criticised by civil liberties groups, prescribe terrorist organisations and allow terrorist offences to be tried by a single judge without a jury. They also retain the controversial power to intern which has not been used since 1975.

Jaguar workers accept pay deal

Jaguar, the car manufacturer, was given employee approval to implement widespread changes in working practices when manual workers voted in favour of a 12.5 per cent pay deal.

Concern, however, about the changes were reflected in the narrowness of the majority in favour of the agreement.

In the ballot 4,128 were for acceptance, with 3,629 against.

That means that 43 per cent of the 8,000-strong manual workforce were unhappy with a deal which, in pay rise terms, is one of the highest in the current UK pay round.

Tension on qualifications

Tensions between the government and the European Commission over British attempts to harmonise vocational qualifications were indicated by a government response to commission proposals to improve worker mobility.

Mr Robert Jackson, employment minister, said two draft directives setting out which professional qualifications will be



Jackson: qualification fears

recognised across national borders were based too heavily on the academic and theoretical content of courses.

The government has been criticised concerning the framework of National Vocational Qualifications which it is trying to introduce, on the ground that people can gain certificates without studying for a fixed length of time.

The government fears that the two directives would prevent some of the qualifications which will be recognised in Britain from being recognised in other EC countries.

BMA loses flight battle

The Civil Aviation Authority (CAA) rejected an attempt by British Midland Airways (BMA), the second tier UK airline, to restrict British Airways flights from London Heathrow to Belfast, Edinburgh and Glasgow.

But the CAA also refused an application by BA to operate scheduled services between London Gatwick and Paris Orly to safeguard the existing services on this route operated by two smaller UK airlines, Dan-Air and Air Europe.

The decision on the UK domestic routes is a blow for BMA which has been engaged in a fierce competitive battle with BA on a number of domestic shuttle services, but especially on the Heathrow-Glasgow route. BMA claimed that BA was damaging competition on the three domestic routes by increasing its flight frequencies in an effort to drive out competitors.

3i to make 1,000 redundant

3i, Britain's largest venture capital company, is to make nearly 80 of its 1,000 staff redundant as the culmination of an efficiency programme launched just over a year ago.

The redundancies, which were announced to staff this week, mainly involve employees in administrative and support departments and not in the mainstream financial area of the company's operations, Mr David Marlow, chief executive, said. He denied that the redundancies were linked to the present economic downturn or to any difficulties in the venture capital industry.

Aids claims to go to court

Mrs Margaret Thatcher said compensation claims by haemophiliacs infected with the Aids virus through contaminated blood products would have to be settled in court.

The prime minister's comments set back hopes that the growing political row over additional compensation by the government could be defused by an early out-of-court settlement with victims' lawyers.

More than 1,000 haemophiliacs have been infected with Aids from a blood-clotting agent.

Vauxhall leads fleet market

Vauxhall last month became the UK fleet car market leader for the first time, displacing Ford from the position it has held for nearly two decades.

FT LAW REPORTS

Arbitrators' conduct is proper

K/S NORJAL A/S v.
HYUNDAI HEAVY INDUS-
TRIES CO LTD
Queen's Bench Division (Com-
mercial Court): Mr Justice
Phillips: November 6 1990

AN ARBITRATOR commits misconduct if he insists on a commitment fee, having accepted appointment without reservation, but he is entitled to negotiate such a fee if the parties, after his appointment, require him to make a commitment as to time and dates which is beyond his contractual duties. It is desirable that he should reach agreement with both parties, to exclude the appearance of bias, and he acts properly if he declines to conclude an agreement with one party only to which the other party objects.

Mr Justice Phillips so held when making a declaration sought by the plaintiff, K/S Norjari A/S, that Mr Stewart Boyd QC and Mr David Steel QC, were fit and proper persons to act as arbitrators in its dispute with the defendants, Hyundai Heavy Industries Co Ltd. He dismissed Norjari's claim for a declaration that a fee arrangement between the arbitrators and one party only would not raise any imputation of bias.

Hyundai's solicitors, Inc & Co, wrote stating they had no counter-proposal. Mr Steel and Mr Boyd offered to resign. Mr Estes wrote saying he did not require a commitment fee. Clifford Chance, Norjari's solicitors, made counter-proposals which were not accepted.

On June 20 1990 Clifford Chance put forward a further revised proposal, by which Norjari would agree to a £102,000 fee, £5,000 to be payable when dates were fixed and £5000 a year later.

Mr Steel and Mr Boyd regarded the proposals as satisfactory. Before accepting them they sought assurance that Hyundai had no objection.

Inc & Co replied that it felt such arrangements were inappropriate when agreed by only one party, "in light of the general principle that arbitrators must be seen to be impartial".

Mr Steel wrote to both solicitors, "we note with dismay that the claimants' view is that we might not be impartial in the event of accepting the proposals. In the circumstances, we have no option but to resign."

Norjari issued a summons seeking a declaration that acceptance of its fee arrangement was acceptance of its fee arrangements would not raise any imputation of bias, and that Mr Boyd and Mr Steel remained fit and proper persons to act as arbitrators. Hyundai issued a cross-summons seeking their removal on the ground that they "misconduct themselves by making and persisting in certain requirements in respect of fees and security for such fees to which they are not entitled".

The first issue was whether the arbitrators had committed misconduct. Mr Beloff for Hyundai submitted that the arbitrators' contractual right to reasonable remuneration did not entitle them to a commitment fee; and that seeking to exact a commitment fee as a pre-condition to continuing with the reference constituted misconduct.

Mr Sumption for Norjari accepted appointment without reservation subsequently to insist on payment of a commitment fee as a condition of performing his services, would constitute misconduct. Whether such misconduct justified his removal depended on the circumstances.

Mr Sumption pointed out that the arbitrators' request for a commitment fee was a response to the parties' request that they commit themselves to hold available 60 days in the middle of 1992. What had occurred, he said, was that parties and arbitrators had reciprocally sought to negotiate a degree of commitment that went beyond that implicit in the original appointment.

The submission was accepted. Mr Boyd and Mr Steel's dues as arbitrators did not require them, at the parties' request, to hold available a 60 day period some two years ahead.

The commitment the parties were seeking went beyond the arbitrators' duties. In those circumstances it was not improper for the arbitrators to respond to the parties' request for such a commitment with a proposal that they should, in return, be granted a commitment fee.

It certainly could not be said that the arbitrators' conduct in so doing was misconduct rendering them unfit to continue as arbitrators. Mr Boyd and Mr Steel remained fit and proper persons to act as arbitrators.

The second issue was whether the arbitrators could properly conclude an agreement.

be paid by the parties on fixing the hearing dates, the balance in equal monthly instalments.

Solicitors for each party replied that the proposed terms were not acceptable. Mr Steel on the arbitrators' behalf said the proposal was intended to strike a fair balance between the need to keep clear a quarter of their 1992 diary, and the possibilities of settlement before the arbitration commenced. They would consider alternative suggestions.

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Mr Sumption for Norjari contended that the arbitrators' contractual obligation to exercise due diligence in performance of their functions, did not extend to making firm commitment to hold 60 days available two years in the future, and that it was reasonable to require a commitment fee for commitment of that nature.

By accepting appointment Mr Boyd and Mr Steel undertook "to use all reasonable dispatch in entering upon and proceeding with the reference" (see section 13(2) Arbitration Act 1950). Having accepted appointment, they became entitled to reasonable remuneration for their services.

Acceptance of appointment did not carry with it any right to a commitment fee. There was no basis on which entitlement to a fee could arise as an implied term.

For an arbitrator who had accepted appointment without reservation subsequently to insist on payment of a commitment fee as a condition of continuing to perform his services, would constitute misconduct. Whether such misconduct justified his removal depended on the circumstances.

Once the arbitrator had accepted appointment it was even less desirable for him to conclude an agreement that affected him personally with one party if the other was not prepared to join in that agreement.

Exceptionally that might be a proper thing to do if the other party confirmed that no objection was taken to the proposed agreement. If the other party objected it was hard to conceive of any circumstances in which it would be appropriate for the arbitrator to conclude the agreement.

It was important that arbitrators were seen by parties to be acting impartially, even-handedly and with rectitude. If an arbitrator agreed with one party that he would receive fees on a scale or on terms that the other party did not consider reasonable, there would be a risk that he might lay himself open to bias.

Mr Steel and Mr Boyd acted properly in declining to conclude an agreement for a commitment fee unless assured that Hyundai had no objection to their doing so.

For Norjari: Jonathan Sumption QC and Mark Howard (Clifford Chance)

For Hyundai: Michael Beloff QC and Timothy Worthington (Inc & Co)

Rachel Davies
Barrister

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— "hand delivery"	S.K.	2,600	840	1,540	850
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TECHNOLOGY

Bouncing putty - "silly material" - is a smart substance. It is a silicone compound that can be worked with the fingers like modelling clay. But roll it into a ball and drop it and the substance bounces. Its physical properties depend on the rate at which its shape is changed - plastic if changed slowly, elastic if changed fast.

Smart or intelligent materials respond to their environment - to physical, chemical or electrical stress, for example by changing their properties, just as a chameleon's skin adapts to its surroundings. Photochromic glass darkens in bright sunlight to lessen the glare in spectacle lenses, then clears quickly when the wearer moves out of the sun. Silica fibres are being developed that fluoresce according to the amount of acid present.

Metals and polymers can be made to remember a previous shape, then revert to it when the temperature is right. The idea is used in aircraft engines needing to make seals and joints in inaccessible places.

The Japanese invented a brassiere reinforced with a frame of "memory metal" that would collapse while the garment was being laundered but regain its precise shape and size before it was worn again.

Some smart materials - like bouncing putty - have been around for a long time, often discovered by chance, and frequently failing to find a significant use. Academic scientists have been highly productive in finding novel materials that are left searching for uses,

David Fishlock looks at the market for "intelligent" substances which change their shape and properties

Materials with a life of their own

often unsuccessfully.

"There's a whole host of interesting materials out there," says George Whitesides, professor of chemistry at Harvard University, and a member of General Motors' technical advisory committee. But he believes the traditional academic approach of inventing materials and hoping someone else will find a use is becoming a waste of time.

For one thing, the chemical industry is beginning to identify niche markets that could be profitable for kilos of smart materials with novel electronic and electro-optical properties.

"The margins are not as good as for pharmaceuticals but they're a lot higher than for polystyrene," Whitesides says.

The term "smart materials" may be just what materials science needs to add glamour to new materials development, thinks Cyril Hilsam, GEC's research director. He recounts how, when researching gallium arsenide as a new material instead of silicon for semiconductor "chips", he suddenly

excited new interest by talking of the "red-hot transistor". One US academic speaks of "a higher form of materials systems and structures." This even has its own specialist publication - the Journal of Intelligent Material Systems and Structures.

Smart materials have an inborn ability to sense change in their surroundings, as gallium arsenide does for infra-red radiation, or else they are engineering systems with sensors designed as an integral part of the material. Research engineers with the Jet Propulsion Laboratory in California talk of putting nerves into steel skeletons with their efforts to develop supporting structures for a space telescope that would prevent any mechanical vibration from the spacecraft's rockets reaching the lens.

Their nerves are a ceramic which when squeezed - mechanically stressed - generates a voltage. By using such piezo-electric crystals built into the structure of aluminium tubes they

obtain a voltage output proportional to the amount the tubes move when vibrating. Their crystals take the form of small stacks of washers of a piezoelectric ceramic called lead zirconate titanate (PZT), which act as pistons built into the tubes. The voltage generated by the slightest movement of such a piston is fed back to correct the amount the tube has moved.

This research is part of the newly organised control-structure interaction research programme, set up by the US National Aeronautics and Space Administration to study vibration and other aspects of control in scientific spacecraft satellites.

Apply an electric field to a piezo-electric crystal and you get a highly sensitive sensor.

Du Pont's central research and development department recently reported that it could measure very slight changes in mass, of the order of one billionth of a gram per square centimetre, in this way. This could provide in effect a micro-



OPTICAL SENSORS FOR THE SMART POWERPLANT

- Temperature sensors - early warning of over-heating
- Chemical sensors - constant control of corrosion by monitoring pH
- Electric field sensors - to detect insulation breakdown
- Voltage/current sensors - to measure volts and amps
- Leak sensors - to detect small leaks of water or steam before they become serious
- Personal sensors - built into protective clothes to warn of environmental hazards
- Vibration sensors - to warn of excess pressure
- Pressure sensors - to monitor highly stressed components such as turbine discs or pressure vessels

Source: EPR

balance right where chemical changes are taking place - at the surface of an electrode in an electrochemical reaction, or while a semiconductor film is being built up.

Wolfgang Jentsch, board member for chemicals with BASF, told a scientific symposium in Ludwigshafen last September that his industry urgently needed ways of measuring many commonplace events while they are taking place inside its chemical reactors, including changes in product state - liquids crystallising to solids, for instance - and the size, shape and other properties of the resulting crystals.

Whitesides, addressing the same symposium on what chemistry might offer in the next 20 years, forecast that the development of smart materials and structures - which he defined as those which respond

to their environment with large changes in one or several properties - would be a major area of materials development.

Examples he cites include ferro-magnetic fluids which change shape in response to a magnetic field and can provide a new kind of hydraulic seal; and electro-rheological fluids which change viscosity from free-flowing to solid at the flick of a switch, and can be used to make a new kind of clutch. He says he hopes smart materials will introduce not just improved properties, such as composite materials will offer, but fundamentally new properties.

Transparent fibres have enormous potential in smart materials. It has been discovered that they can sense many of the changes of engineering interest - temperature, pressure, strain, even chemical changes - and relay this information unaffected by the environment. A new kind of composite material is now within sight in which transparent fibres provide nerves rather than sinews: channels through which the material can report continuously to a central brain on the conditions it is encountering.

Aerospace engineers see such smart structures as the way to monitor the most highly stressed parts of an aircraft for creep or cracking, allowing their machines to perform safely while nearer the limits of their materials.

In nuclear weapon tests such optical sensing techniques have been used to retrieve data on the chemistry as well as the physics of H-bomb explosions before the smart materials evaporated.

The US electricity supply industry is adapting these ideas to monitor power plants

for the first signs of breakdown, to try to avoid the catastrophic effects of a turbine generator or a transformer exploding. The Electric Power Research Institute (EPRI) in California, co-operative research centre of the US electricity industry, has a research programme aimed at following plant changes through fibre-optic sensors buried in highly stressed engineering components. (see illustration).

In some cases it may mean using fibres of sapphire rather than cheaper ones of glass or silica. It does mean inventing microminiature sensors such as pressure transducers smaller than a pinhead, to form the nerve endings.

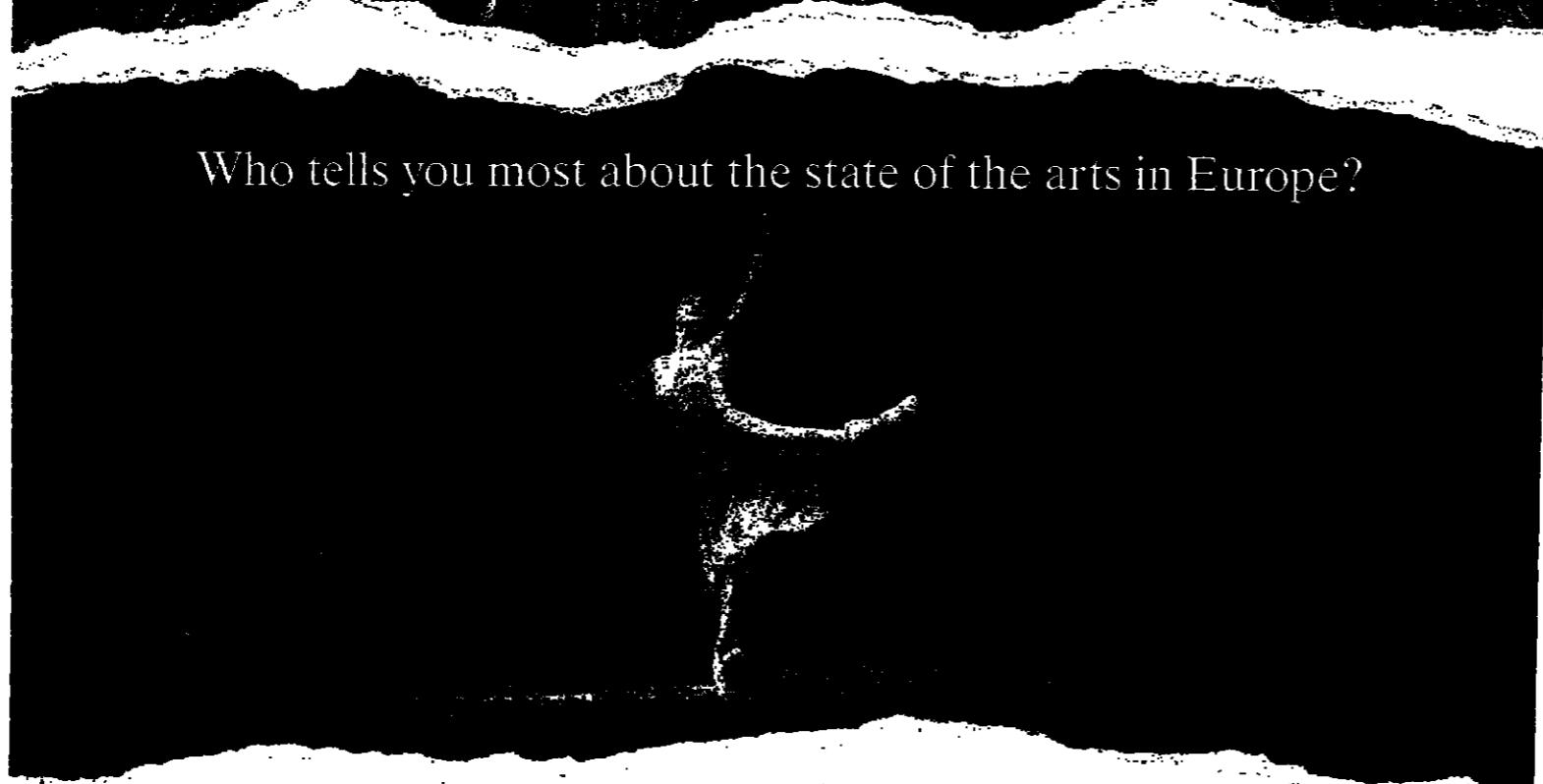
EPRI and the electricity company Consolidated Edison are funding Battelle, the research contractor, to develop a temperature sensor that might be used to warn of incipient hot-spots in a high-voltage environment such as a transformer or generator windings, or on transmission lines. In this case the entire length of the fibre will act as a sensor. Scanning such a fibre with optical radar can locate trouble within 2cm, EPRI scientists say.

EPRI is working on a project to monitor the performance of a power station chimney throughout its length. Another focuses on measuring the pH value of hot water by incorporating a dye in the fibre that fluoresces as a function of pH.

A US utility seminar identified more than 50 ideas for optical sensing of potential use to the electricity industry.



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WORTH WATCHING

by Delta Bradshaw

Developed by Erez Forensic, of Jerusalem, individual tests can detect minute quantities of cocaine, cannabis, heroine or plastic explosives. To use the tests a strip of paper treated with an extremely sensitive chemical is rubbed over the surface to be tested - the outside of a suitcase, say, or the fingers of the potential culprit. The reagent is then sprayed on and if the illicit substance is present a brightly coloured stain appears.

The test is sensitive enough to detect as little as one millionth of a gram of the illicit substances, and produces the results in seconds.

Computers are the survivors

IT may be doom and gloom in the economy, but the computer industry can look forward to considerably better times ahead, according to the latest report from consultants Ovum, of London.

According to the report the computer industry will grow by an average of 11 per cent a year through the 1990s. By the year 2000, says Ovum, the industry's sales will be three times what they are today in real times.

The best news is for the software, services and data communications sectors - demand for their products will rise sharply. The demand for computer hardware will not grow so rapidly.

The report was compiled following interviews with major computer users in both Europe and the US.

Little fish in a big 'glow net'

FISHERY scientists are trying to find out why, and to what extend, fish respond to light in order to ensure that small, inedible fish are not caught along with their larger brethren, writes Robin Burton.

It is already known, for example, that fish are often caught when a trawl net is moving towards them but do not try to escape until they can see it.

The scientists at the Department of Agriculture and Fisheries for Scotland Marine Laboratory are now experimenting with various shapes and sizes of "glow netting", fitted into certain parts of the net, with the aim of directing small fish to sections with large mesh so that they can get away. Larger fish will not be able to follow.

The "glow netting", manufactured by the net-making company Nichimo, in Japan, has the unusual ability to glow light, and then radiate it when placed in a dark area such as in deep water at sea. The glow may last as long as five or six hours.

Consort: Commodore: UK, 0628 770028; Japan: 03 216 337 4700; NEC: Japan, 03 357 1111; Erez Forensic: Israel, 253 1000; Ovum: UK, 071 225 2670; Scotland Marine Laboratory: UK, 0224 875544.

CFCs caught in a flux

JAPANESE electronics manufacturer NEC has developed a way of cleaning its printed circuit boards without the need to use chlorofluorocarbons (CFCs) to clean away any residual flux - the material which sticks the components to the boards.

Instead the system sprays the flux in the form of a fine mist from a spray gun. Any powder residue is then devoured through a suction device.

One advantage is the 20 per cent cut in the amount of flux used compared with more conventional methods.

The Microcot HY-10, as it is called, is already being installed in NEC factories - which between them used 260 tonnes of CFCs for removing flux during 1989. The equipment will also go on sale to non-NEC companies from December.

True colours of illicit substances

THE sniffer dog and the metal detector could be out of a job if a family of spray drug and explosive detection devices takes off.

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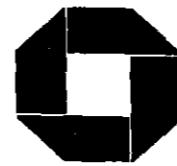
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CHASE

CREATING OPPORTUNITIES OUT OF CHANGE.

THE PROPERTY MARKET

A wary path to the continent

By Vanessa Houlder

Last month European Land unveiled plans for a £2bn business and housing development in Spain with a flourish. Its 5,000 acre site, north of Madrid, will be one of the biggest mixed schemes ever undertaken in Europe. "Parque Valle de Cerrato breaks the traditional mould of Spanish commercial development..." it proclaimed.

In joining the scramble to build in Spain, European Land is writing another chapter in the long, sometimes chequered history of British developments on the continent. UK developers have frequently brought new skills to the rest of Europe but, as often as not, their forays have ended in disaster.

The story began in the 1960s and the 1970s, when UK developers first decided to make inroads into the continent. With their entrepreneurial talents, they reckoned that they could run rings around their counterparts abroad.

However, it was nothing like as easy as they expected. UK developers had problems with the language and conventions of the continent, where, for example, estate agents often acted for both the buyer and the seller in a deal. In addition, there was little scope for speculative development. In Germany, most companies built their own offices; in Scandinavia, the economy was planned; in France, the planning and tax laws kept developers at bay.

Brussels, however, offered possibilities. Its planning authorities were more permissive than most and furthermore, the Belgians showed themselves to be tolerant of the peccadilloes of UK developers. Not surprisingly, Belgium was a magnet for UK developers — for a time. It ended in disaster, with a glut of office space and falling prices.

The Brussels experience made many developers retreat back to the UK. Some property companies, however, stayed on con-

tinental Europe. The most notable were MEPC, Heron and Hammerson, which created strongholds in Germany, Spain and France respectively.

These companies have inspired imitators. "At the moment, there is a great deal going on," says Mr Russell Schiller of Hillier Parker, surveyors. "There are a lot of newcomers."

Like their predecessors, the new wave of developers moving onto the continent believe they have a lot to offer in terms of development skills. "The entrepreneurial developer in the UK sense is fairly unknown on the continent," says Mr Schiller.

European Land is typical in believing that the continent offers scope for its talents. It was invited to lead the development in Castilla y Leon in northern Spain by the regional government because of its experience with business parks in Newcastle and Ashford.

Mr Jim Cookson, European Land's chairman, reckons that the proposals will leave Spain's commercial developments — traditionally limited to modest, unlandscaped schemes of more regimented design — far behind. "We are building the next generation of business parks, which don't yet exist in Europe," he says.

He believes that phase 1 of the scheme will be under way in the next six months because of advance preparations made by the regional authorities and their determination to keep job creation promises. For this reason, he thinks the enterprise will be faster and simpler than a comparable project in the UK. If so, European Land will be luckier than other UK developers which have crossed the Channel. Arlington, the business park developer owned by British Aerospace, has been nominated to build a park near Calais. They have been forced to make changes, particularly concerning the density of the development. "The French perception of a business park is inevitably different to ours," says Mr Humphrey Price, a director.

Mr Brian Bennett, chairman of Dixon's Property Division, underlines the problems. "You need patience and commitment... and you need to play the political game," he says.

Despite the difficulties, Dixon's is one of the largest UK developers overseas with investments in Portugal, France, Luxembourg, Belgium and Germany.

Dixon's overseas expansion hinges on first finding the right proposal, then establishing a local office. "We employ locals and ensure that they genuinely understand our phi-

losophy," says Mr Bennett.

That approach is also recommended by Mr Chris Peacock of Jones Lang Wootton. "You need expertise and, most importantly, you need people to devote a lot of time to finding the product. Otherwise you hear about everything last."

Mr Peacock thinks that small developers realise this and have been deterred. "When it comes to the crunch they have not got the resources to do it properly," he says. He reckons that, although many developers have shown an interest in the continental markets, there will be little action.

The ups and downs of the UK market may have distracted UK developers from continental forays. When times were good in the UK, they were fully occupied; now times are bad they are not in an expansionary mood.

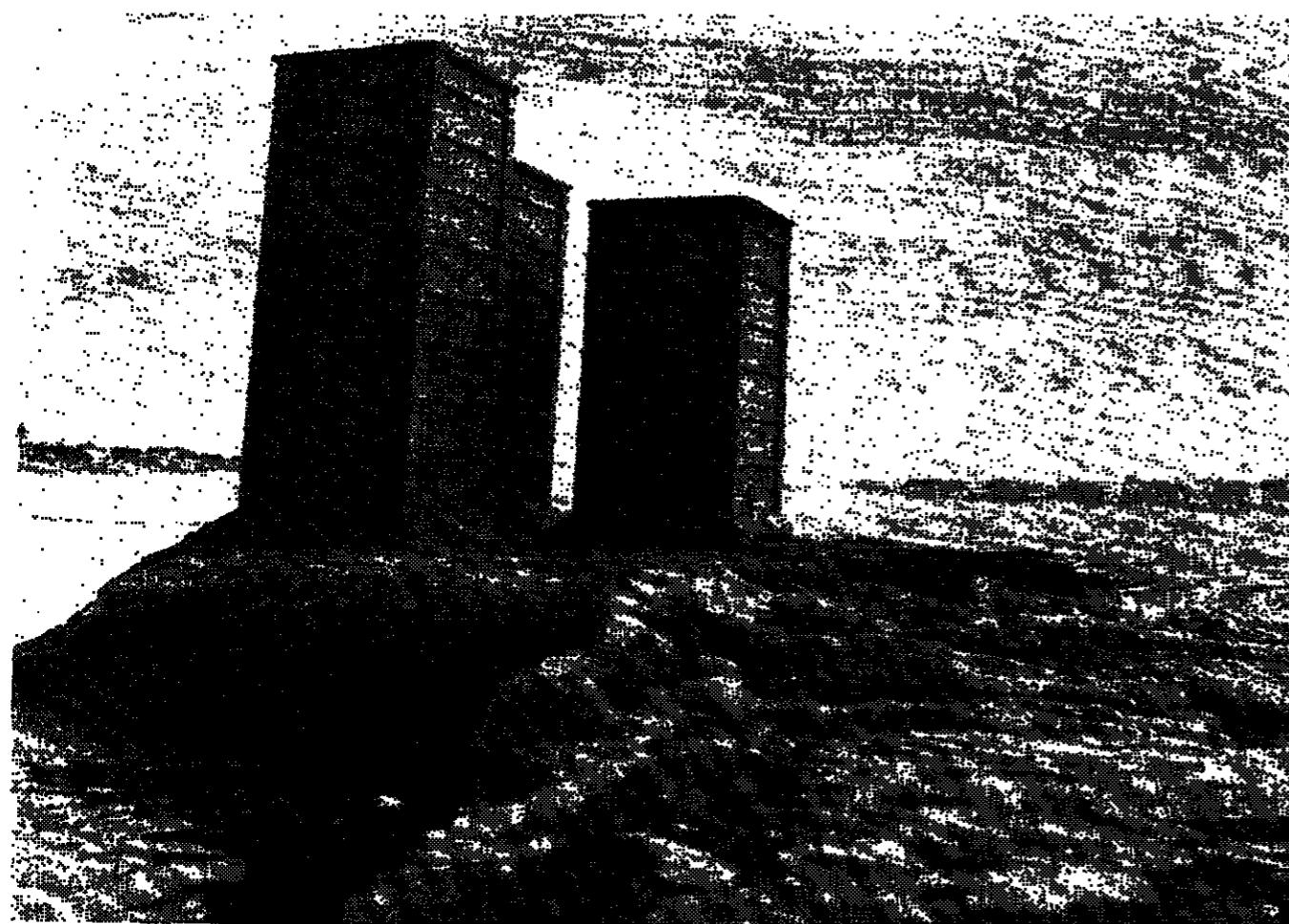
It so, it bodes well for the long term health of the continental markets. As shown by the experience of Brussels in the early 1970s, a new-found enthusiasm for a particular market can spell disaster. "One needs to tread pretty carefully with hot money around," says Mr James Tuckey of MEPC, which has developments in Germany and investments in Paris, Sweden and Austria. "The trouble is that everybody says Europe is the place to be."



Belgium was a magnet for UK developers. It ended in disaster, with a glut of office space

RENTAL GROWTH (%)			
Retail	Office	Industrial	All property
Year to Sep '90	6.2	8.0	12.4
Quarter to Sep '90	1.6	0.5	1.7
Month of Sep '90	0.2	0.2	0.1
Source: Investment Property Database			0.2

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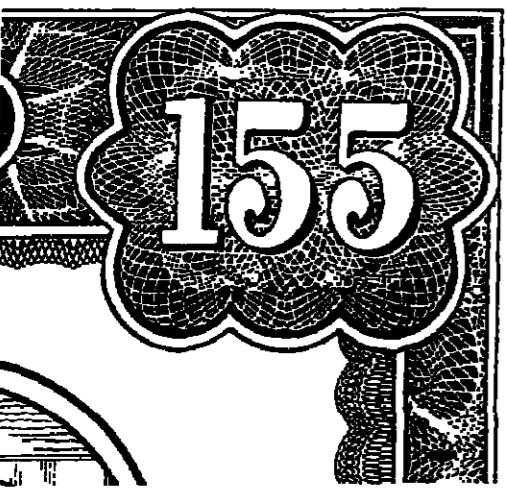
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Financial proposals should contain definite investment plans including means of financing and clearly indicate the extent of infusion of foreign capital, if any.
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ARTS



Alex Jennings: rare scope as Richard

*Richard II*ROYAL SHAKESPEARE THEATRE,
STRATFORD-UPON-AVON

To those who thought Shakespeare had crept out of topicality, *Richard II* puts this question: what should a merciful community do with a mercurial leader who presides over divided followers and exiles? Ron Daniels' exemplary production answers that in accounting for every aspect of this complex, tangled play.

Shakespeare's Ricardian court questions the premise for the king's divine right to rule, and the subjects' responsibilities when he rules badly; and Daniels charges each moment of the play with that dual enquiry.

Antony McDonald's minimal set addresses the play's demands: beneath a classical front, a stark monochrome court; within, a lush royal apartment; and behind that, a ruined warehouse as Richard's prison at Pontefract. The design always informs the action, and fits well with James Ingalls' quirky lighting which moves through the bold colours of the Coventry tournament to the autumn shades of York's garden. Orlando Gough's nagging score helps create an integrated atmosphere, making sense of difficult minor scenes like the desertion of Richard's Welsh supporters.

Alex Jennings as Richard delivers a performance of rare scope and capacity which serves the play's attention to Richard's motives. Why does he lose control of Bulingbrough and Mowbray, why stop them from fighting to settle their differences, and why sentence them so inequitably? Jennings' troubled cynic is tight-lipped in public and passionate in private. His histrionics have political edge, for he takes everything both personally and as head of state. He ends with a "kind of ease", and finds the gravitas he lacked as king. Jennings and Daniels have found reason and motive behind each line. Richard speaks; and have made the character strong enough to endure change, likeable and

weak enough to demand sympathy and contempt.

Behind Richard, the court provides a brawling tableau.

The mystery of the play, "who killed Richard's uncle, Gloucester?" turns on hearsay in a world where all truth reduces to claim and accusation: so combat and challenge are the only forms of exchange.

The dispossessed Bulingbrough (Anton Lesser) looks likely to develop into the perplexed King Henry of the later plays.

In the deposition scene the tension between Bulingbrough's realpolitik and Richard's petulance turns the play's debate between right and fitness to rule into urgent, compelling theatre. Paul Jesson plays Bulingbrough's "ladder to the crown", Northumberland, as a sharp opportunist who collects what opportunity has given him: "My guilt be on my head, and there an end."

Shakespeare's women here

do little more than wall and plead; but Yolanda Vazquez as Queen melts to a tearful farewell with Richard, and Marjorie Yates as the Duchess of York powerfully negotiates the uneasy supplication scene with Bulingbrough. Among the elder statesmen, a tired John of Gaunt (Alan MacNaughton) worries over the coming generation, the eulogy, "this England", is more a cry for help than the smug nationalism it often appears. And David Waller's superb acting gives the Duke of York an authority which represents continuity and principle in government: the scenes where he first reports and then pleads against his son for treason show man reaching beyond personal interest for a common good.

In fine, Daniels has contrived a production of weight and serious thought. He makes familiar species new without striving for novelty, and articulates the play's issues with unceasing clarity.

Andrew St George

A splendid, zestful monster

Patricia Morison on the great Lion of Venice

Five years ago, they swung the great bronze Lion of Venice off his perch beside the Doge's Palace in the Piazza di San Marco. The 12th-century column needed restoration but the lion was found to be in remarkably good shape. Happily it, and not a modern reproduction, will at some undetermined date be marched back to bare its teeth at Venice's enemies. Mean while the beast is making celebrity appearances, courtesy of Fiat. Until January 13, it mounts guard in the entrance hall of the British Museum; next spring it will travel to Cologne.

Close to the Lion of Venice is a thrilling sight. Deprived of its prop, the open Gospel of St Mark, it crouches lower with its head slightly to one side, like a Great Dane asking to be taken for a walk. Its mane is a river of streaky curls and its jaws are like the slit of a letterbox. Sir Ernst Gombrich once pointed out that Landseer's somnolent lions in Trafalgar Square have distinctly human faces. The Lion of Venice has human ears and a little pointed moustache of which Hercules Poirot would be proud. However it is neither lion nor human, but a splendidly zestful monster.

Best of all, the lion is a mystery. Even now, experts remain continents and confutes apart in their views on who made the Lion, and when. It comes with a handsome book, *The Lion of Venice* (Albrizzi Editions) wherein scientifically minded readers will find

details of the tests it has undergone: mass spectrometry, x-ray diffractometry, lead isotope analysis, differential thermal analysis, and more besides. Yet the puzzle remains: is the lion pre-classical, classical, or Roman-esque?

The Venetians have sent the Lion to London with a theory, although it may not survive the trip. It applies to only a small part of what we see today because, as anyone can see, the lion is a patchwork. Its three vivid green paws were because a restorer called Ferrari was starved of funds so he used scrap metal and bronze. He was also responsible for the lion's blind, white eyes of chalcedony, for its pedantic Neo-Classical wings, and its tail.

Ferrari reconstructed the lion after its previous, fatal journey from Venice when Napoleon looted the lion and had it placed outside Les Invalides. Its tail reset to hang between its legs. Humiliation indeed, but at least it had survived the iconoclastic fury of the revolutionaries who in 1797 destroyed some 1,000 of the Lions of St Mark, the proud symbol of Venice.

On the way home in 1815 the lion broke into fourteen pieces. Ferrari did his worst and then at the end of the last century Giacomo Boni, a more scrupulous restorer, made good much of the damage. Like Ruskin, he was convinced that the lion was a medieval masterpiece produced in a lion-conscious age, when kings kept lions in their menageries and snaring

was a normal activity. Mean while the Venetians' beast, if they are only right, then the infant St Paul might have lobbed paws at their lion.

So the lion did not come to Venice as loot from the Fourth Crusade which in 1204 bloodily sacked Byzantium. Under the first Christian emperors, the vandals of the new faith would have been quick to demolish Sandor the god-killer. However, it may be that grudging admiration for the work of the ancients stopped them melting down the lion, the fate of so many monumental bronzes of antiquity. They merely amputated its devilish horns and wings.

At the time of the first Crusades, Venetian merchants trading in the Gulf of Alexandria could have spotted the scarred lion. With only a little tinkering their oriental pur-

bronze aquamaniles stood on their dining-tables.

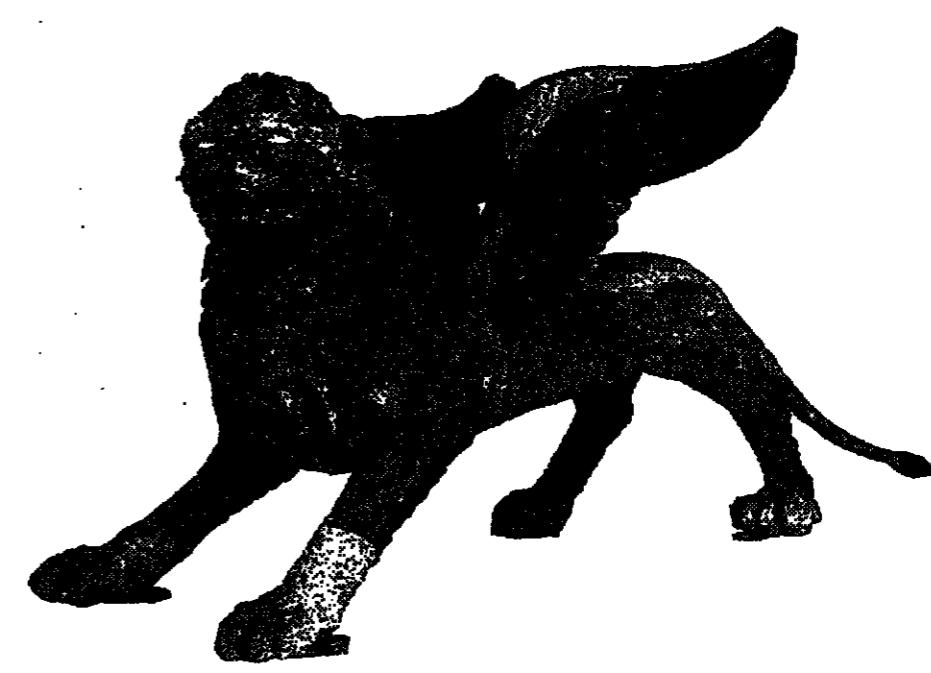
The lion was in place in 1293, when the Grand Council voted to put the wine duties towards restoring it. In its medieval guise it looked very different from today, and not much like the lion that Carpaccio painted. His famous canvas, "The Lion of St Mark" has come to the British Museum, leader of a pride of lions, sculpted, painted, carved and engraved, which you will find in the useful exhibition upstairs.

Structural analysis has shown that in the middle ages, the lion was given a couple of curly tufts to cover patches in its ironclad. According to the theory, the lion once had horns. On its back are marks which show that once it carried something, or someone. In fact, the beast we see was originally it was a lion-griffin, one of the fabulous beasts which coins, terracotta plaques and metalware show, haunted the artistic imagination of the ancient world.

The beast was cast, paws upwards, in about the 4th Century BC. The huge, naked rider poised on its back would have been the mysterious god Sandon, patron of the city of Tarsus in south-east Turkey. A few Hellenistic coins and steles from Tarsus show Sandon on a pacing lion who, with the eye of faith, is reasonably like the Venetians' beast. If they are only right, then the infant St Paul might have lobbed paws at their lion.

So the lion did not come to Venice as loot from the Fourth Crusade which in 1204 bloodily sacked Byzantium. Under the first Christian emperors, the vandals of the new faith would have been quick to demolish Sandor the god-killer. However, it may be that grudging admiration for the work of the ancients stopped them melting down the lion, the fate of so many monumental bronzes of antiquity. They merely amputated its devilish horns and wings.

At the time of the first Crusades, Venetian merchants trading in the Gulf of Alexandria could have spotted the scarred lion. With only a little tinkering their oriental pur-



The famous beast, now making a celebrity appearance at the British Museum

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The body of St Mark had supposedly been in Venice since the 9th Century when two shady characters claimed they had stolen him from Alexandria. Civic pride and piety now demanded that St Mark should be promoted over the claims of St Theodore, whose statue still faces that of the

lion. And so, by a strange irony, the lion-griffin which had born a god of the underworld became a symbol of the religion that had overthrown its rider.

The lion recovered its wings, mounted its column, and soon became the symbol of the Venetian Republic. On November 16 an international conference will contemplate Sandon's steed. I recommend you to do the same. There are going to be more plausible ideas about how Venice got its lion, but I doubt anyone will devise a better archaeological shaggy dog - or lion - story.

Kitchen Matters

THEATRE UPSTAIRS, ROYAL COURT

Chronic lack of funding is threatening to kill off Gay Sweatshop. Bryony Lavery's new play, "who killed Richard's uncle, Gloucester?", turns on hearsay in a world where all truth reduces to claim and accusation: so combat and challenge are the only forms of exchange.

The dispossessed Bulingbrough (Anton Lesser) looks likely to develop into the perplexed King Henry of the later plays.

In the deposition scene the tension between Bulingbrough's realpolitik and Richard's petulance turns the play's debate between right and fitness to rule into urgent, compelling theatre.

Paul Jesson plays Bulingbrough's "ladder to the crown", Northumberland, as a sharp opportunist who collects what opportunity has given him: "My guilt be on my head, and there an end."

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er herself is the first - come down to earth in the stiletto-heeled guise of an American floozy. Masters' interpretation is a subtle mixture of earthly vulnerability and Olympian power. Trista brings about the villain's demise, but also provides her with the chance to escape her fate.

She also returns the killers to their various mainstream theatrical traditions unpunished - "I'm one soft goddess", she explains - but with exhortations to be true to themselves: "You came out of mainstream and for a while you was upstream," she tells them. As a justification for any fringe theatre, this is very finely put.

Andrew Hill

OBITUARY

Lawrence Durrell

Lawrence Durrell, who has died at the age of 78, was the most distinguished of the expatriate school of English writers. He lived in Provence and he wrote about abroad, notably about the eastern Mediterranean. His visits to London were rare but memorable. His short, stocky affable presence would enliven the company in an aura of conviviality. He was the easiest of men to talk to - as fluent, perceptive, wise, humorous, over a glass of beer.

More important in rescuing

the company from giggling pantomime is a performance of luminous brilliancy from Peter Masters as Trista, the play's second *deus ex machina* - Lav-

erty herself is the first - come down to earth in the stiletto-heeled guise of an American floozy. Masters' interpretation is a subtle mixture of earthly vulnerability and Olympian power. Trista brings about the villain's demise, but also provides her with the chance to escape her fate.

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Anthony Curtis

ened Durrell's novel, *The Black Book: an Agon* published in Paris in 1988 but not in the UK until 1993.

Its portrait of a twilight world of artists and prostitutes, its richly textured writing, won Durrell a reputation among the literary elite but it was only after the war, when he spent a year in Egypt, that he became famous outside the literary world. His great fame came with the publication of his *Alone Again, Natura* in the late 1950s. Its penetration of the exotic world of Alexandria, society, its brilliant depiction of numbers of different races in amorous and professional liaisons, its sensuous style, and its original timescheme, greatly appealed to readers becoming tired of the angry young man.

Having discovered Durrell as a novelist, they then turned to

his delightful contributions to travel literature, the offshoots of his periods with the foreign service and the British Council, in *Prospero's Cell*, *Reflections on a Marine Venus* and *Bitter Lemons*, his three Island books, which deal, respectively, with Corfu, Rhodes and Cyprus.

That was the peak of his popularity. His later novels, *Tunc* (1968), *Nunquam* (1970) though they show no falling off of his descriptive powers, and his historical curiosity attracted much less attention.

From his villa in Sommières, Provence, his interest in strange human fauna remained as keen as ever,

rivaling that of his brother Gerald. Lawrence Durrell's place in post-war English literature seems to be secure.

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Anthony Curtis

Delius and Puccini

COLISEUM

As you may hear from all sides, this is a double bill for which a leisurely early dinner is recommended: you will still catch *Giovanni Schicchi* if you arrive by nine-thirty. That is hard on Delius, whose gentle feline *Fennimore and Gerda* deserves a rare revival, and on the English National Opera who decided to stage one, and on the Delius Trust who sponsored it - and particularly on Charles Mackerras, who conducts both operas but plainly loves a special affection for Delius's score.

First, one should be clear about what *Fennimore and Gerda* is not: it is not much of an opera. He himself called it "Two Episodes from the life of Niels Lyhne in eleven Pictures", having drawn his German libretto - selectively from a long, much more depressive Danish novel by Jens Peter Jacobsen (whose *Gurrelied* had already been set by Schoenberg). Despite the arbitrary up-beat ending devised by the composer, and the continuous romantic glow of his music, Beecham described the principals bluntly as "three rather dreary people who have nothing to do with singing". That was not quite fair, for the ENO principals sang what was won with gusto; the trouble is that only the composer's own voice is on offer, albeit generously. The singing roles are adjuncts to the orchestra, with nothing in their music to motivate them, and precious little story to tell.

That is why Julia Hollander's decision to make *Fennimore and Gerda* a play with a female protagonist, and to stage it on a home-made stage, is a sensible idea. She appears to be a good actress, and she has a fine voice. Her singing is apparently a pseudophony (she is there a feminine of that? - to whom women appeal only when they pretend audibly to be children. I haven't mentioned the wall of tea-chests labelled with their years (like vintages), nor a lot

of other silly things. Very little

of the dense extra "business" is stageworthy, for it consists in intrusive literal puns:

"Now, what does the producer mean?" Miss Hollander read Philosophy and English at Cambridge.

Either she hates Delius or she has a tin ear, for the visible action is continually at odds with the music, and in the long run lethally. Though even the interludes are numbingly depressed in the familiar Scandinavian mode.

After Erik starts drinking heavily, the other two "admit their passion for one another": but when Erik dies in an accident Fennimore renounces Niels, who eventually marries Gerta. Erik is now an Artist.

Both young men fall in love with Fennimore, and she marries Erik, and they all become numbingly depressed in the familiar Scandinavian mode.

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During the Gerta-epilogue, Niels is given to a home-made schoolgirl, playing and fussing, while Gerta and her friend appear as grotesque adult caricatures of that girlishness. (With Gerta's magnets fright-wig, we know we're in the Kingdom of the Munchkins.) Niels is apparently a paedophile - is there a feminine of that? - to whom women appeal only when they pretend audibly to be children. I haven't mentioned the wall of tea-chests labelled with their years (like vintages), nor a lot

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FINANCIAL TIMES

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Friday November 9 1990

The UK slides into recession

THE PICTURE painted by Mr John Major in his Autumn Statement yesterday was one of light at the end of a long tunnel. If the government were facing an election in the autumn of 1990 or early 1991, the picture he drew might have been rather comforting. For a government that must go to the polls by June 1992, it must look rather different.

With his forecast of negative economic growth in the second half of 1990, the chancellor has recognised that the UK economy is in recession. Over 1990 as a whole the growth of non-North Sea gross domestic product is forecast at 1 per cent. This is to be followed by 1/2 per cent in 1991. The Treasury's gloomy forecast for next year may well prove accurate and may even prove too optimistic.

Where the Treasury has been most wrong is on inflation. A year ago the forecast for the increase in the retail price index in the year to the fourth quarter of 1990 was 5% per cent; it was 7½ per cent but now it is 10½ per cent. Inflation, the previous chancellor said, is "judge and jury". If so, the government is guilty of mismanagement and the Treasury of miscalculation.

What then is to be the UK's inflationary future? The Treasury forecasts the headline rate of retail price inflation at 5% per cent in the year to the fourth quarter of 1991. The picture is not unattractive, but it comes a year too late.

Though late 1990 and the first half of 1991 are going to be grim, the chancellor suggests that economic growth over the course of 1991 will be 2 per cent. In short, what the UK economy is now experiencing is expected to be a "short, sharp shock".

Pay inflation

Two doubts must be raised. The first is whether a relatively short shock will eliminate the inflationary pressures. The question is how rapidly pay inflation will decline.

Unfortunately, a rapid decline will require a large increase in unemployment. The second doubt is whether a shock of that magnitude can be swiftly reversed. The Treasury indicates that the real rate of return of industrial and commercial companies will be some 40 per cent lower than its peak levels, by the end of 1990. Such a squeeze on profits hardly suggests a rapid recovery in output.

Given the forecast of only 2% per cent growth in exports,

rapid cuts in rates of interest are, presumably, to perform the trick. They may do so, but the lags are long and the opportunity may turn out to be limited, given the constraints imposed by ERM membership.

Poll tax disaster

The picture of the economy is of disillusionment that has come too late, politically: the picture of public expenditure is of control that may prove too severe, politically. To keep the planning total for 1990-91 within £1.6bn of the last year's forecast is an achievement. To keep the planning total for next year at £200bn, expected to be the same share of GDP as this year, is no less an achievement.

In real terms the planning total for 1990-91 is expected to be significantly below that expected a year ago. Central government expenditure in 1991-92 is expected to be only 2 per cent up on 1990-91. It is a necessary compensation for a 5.6% per cent real increase in support for local authorities, which reflects the poll tax disaster. Again, in real terms the planning total for 1990-91 is below that expected a year ago.

The government remains committed to the traditional Treasury view that all is well in Whitehall, so long as it can watch the blood of the spending departments run. In keeping the nominal increase in next year's planning totals to the £200bn with which the Treasury started, the Chief Secretary must have shed a great deal of blood. Yet the result may be to make yet more voters feel that the problem of the UK is not too much public spending, but too few public goods.

With a public sector debt repayment still expected to be £3bn this year, the chancellor may at least have given himself room for a little tax cutting in his next budget. Since the UK remains wedded to its peculiar ritual of two half-budgets a year, no more than that can now be said.

The main issue is, in any case, the economy. This time the Treasury's forecasts could turn out to be right on inflation, but too optimistic on economic growth. In that case, it may give the government an election with both inflation and interest rates down, but an economy that is stagnant. For the party's managers, the overall picture remains what it has been for at least two years: the tunnel was entered too late and is likely to endure too long.

Progress on global warming

A welcome measure of agreement on tackling global warming was reached this week by the 130 countries attending the World Climate Conference in Geneva. They have given their blessing to negotiations designed to culminate in 1992 with the signing of an international convention on global warming. This will have profound consequences for the world's economy, particularly for its energy and transport systems which depend on the burning of fossil fuels.

Environmental groups will not share this judgment of the Geneva conference. They were particularly disappointed by the failure of the US and Soviet Union to fall into line with Europe and Japan by embracing national targets for curbing emissions of carbon dioxide, the main greenhouse gas. The two countries are not only very large carbon dioxide emitters, they are also highly inefficient in their use of energy, although for very different reasons.

Yet the hesitation of the US and the Soviet Union about following the lead of western Europe in agreeing to clear greenhouse targets at this stage is understandable. The US administration, in particular, has paid heed to the sceptical voices from within the scientific community about the degree of certainty which attaches to the main greenhouse predictions. It has also been struck, no doubt even more forcefully, by the limited appetite among the US population for immediate sacrifices designed to deliver a distant environmental benefit.

Rejected initiative

The global warming accord in Geneva was signed on the very day that the voters of California, among the most environmentally conscious in North America, rejected by a two-to-one margin the "Big Green" initiative. Part of the explanation for this rebuff may lie in the well-funded campaign against Big Green, which

Autumn Statements rarely contain surprises, and 1990 is no exception. Public spending totals are almost exactly as expected. The official projections indeed show general government expenditure stable as a proportion of GDP at 38½ per cent after the long fall of the 1980s. It would only take a small piece of bad luck or extra spending pressures for the ratio to start rising.

Again as expected, the estimate for the 1990-91 Budget surplus has been reduced from £7bn to £3bn. The assumption for 1991-92 is a bare balance. The UK is nowhere near a debt trap; but it is worrying that the balance is entirely dependent on privatisation and other asset sales.

With so much known on the public spending front, interest inevitably turns to the economic forecasts, not for some unique insight into the future, but for a revelation of the government's working assumptions.

The fact of recession is now admitted. The US definition is two successive quarters of falling output. The Treasury forecasts are in terms of half years. They show a gain of 1 per cent fall in real GDP in the second half of 1990 and output on a plateau in early 1991. The outcome has only to be a decimal point or two below forecast for there to be a recession lasting three or four successive quarters.

But whether output rises or falls by the odd decimal point on the fallible and frequently revised official figures does not make a halfpenny worth of difference.

It does not make a halfpenny of difference if output rises or falls by the odd decimal point

difference. The severity of the recession depends on how far actual growth, whether positive or negative, lags behind the growth of productive capacity, last estimated by the Treasury to be 2½ per cent per annum (excluding the North Sea).

In the three years, 1986-89, non-North Sea GDP was growing substantially faster than productive capacity, which was one sign of abnormally rapid demand growth. Another symptom was the swing into deficit of the current account of the balance of payments.

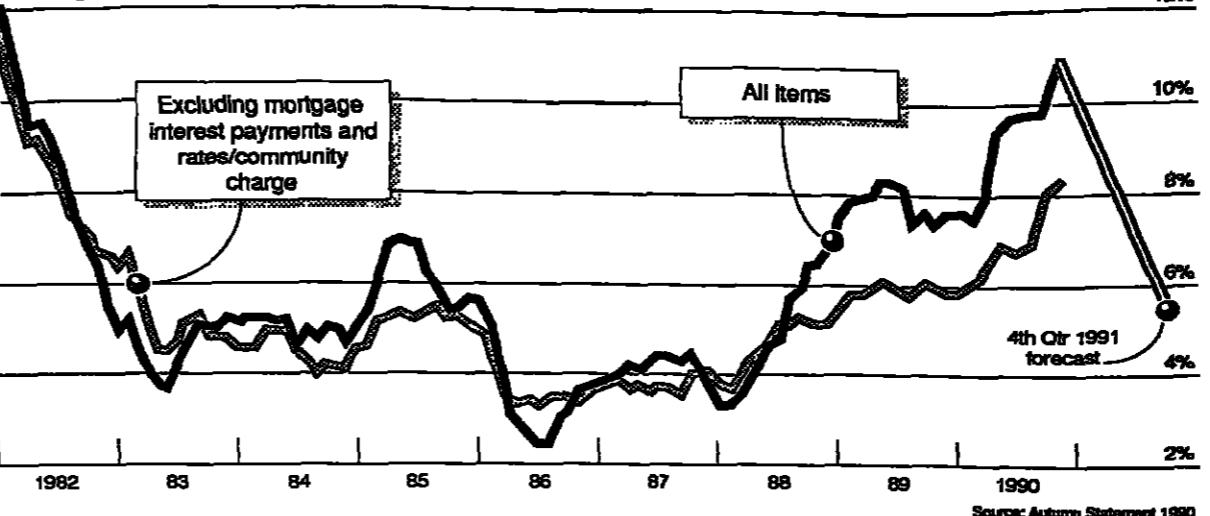
By contrast, in 1990 and 1991 real growth is expected by the Treasury to lag behind productive capacity by a cumulative 3% per cent. This will bring some relief on the inflationary

Samuel Brittan analyses the economic assumptions behind the Autumn Statement

The anatomy of recession

RETAIL PRICE INFLATION

Percentage change over previous year



Source: Autumn Statement 1990

front, but at the expense of more unemployment. As usual there is the hackneyed question: where will the demand come from? A modest recovery is expected in consumer spending and fixed investment; but the most important element will be a much lower rate of stock reduction, compared with the first half of 1991.

Another well-leaked feature of the Autumn Statement is the expected fall in the headline rate of inflation from a peak of 11 per cent this October to 5½ per cent in the final quarter of 1991. The outcome could be as low as 3½ per cent or as high as 7½ per cent – the Gulf is a huge joker.

But the overwhelming probability is that there will be a very large fall which will be a huge exaggeration of the underlying improvement. Just as mortgage interest rate distortions, the

Poll Tax, and higher oil prices have artificially boosted the headline rate since 1988, they will be depressing it in the period ahead. Having emphasised so much the underlying rate of inflation before, the government will have to live with other people emphasising it when Conservative Central Office would prefer to forget it. (The teenager's guide starts Monday week.)

A better idea of the more modest expected underlying improvement is the 1½ percentage point fall in the growth of producer prices envisaged by the Autumn Statement. Another clue is the expected drop from 10 to 8½ per cent in the growth of earnings over the next year.

The current payments deficit is not the nation's profit and loss account, nor any very direct measure of

national economic health. After many false excitements and alarms, the Treasury now expects the deficit for 1990 to come out at £15bn, as originally expected in the Budget. The 1991 deficit is projected at £11bn, but there will be no shortage of doom-mongers who will relate it to stock reduction and warn of future rebounds. (The figures need to be taken with a large pinch of salt because of the huge favourable "balancing item".)

The decision to join the ERM at a fairly high, but realistic, rate implies a decision to give priority to the fight against inflation over the balance of payments: which is why the apostles of 1980s-type economics detest it so much. The best way to look at the payments deficit is via the official chart showing its declining as a proportion of GDP from 4 per cent in 1989 to 2 per cent in 1991. If it fluctuates around the latter level, it is, as the previous chancellor, might have said, readily manageable.

The best item in the Autumn Statement is that the UK share of world trade in manufactures, after falling for decades, has levelled out, whether judged by value or volume. As the new trend has been evident since 1983, it cannot be written off as a temporary or chance phenomenon.

The truly bad news is the estimated fall in the real rate of return earned by industrial and commercial companies to below 6 per cent. This is not nearly as dreadful as in 1976 or 1981. But the estimate refers to 1990, the here and now, and not some future

year. It could be worse in 1991.

The old adage about not making an omelette without breaking eggs applies. It is the cost of reducing wage inflation within an ERM constraint and similar to that experienced by France in the early years of the hard ERM. The sooner the credibility of the government's exchange rate policy is established, and the sooner business begins to plan on the assumption of no devaluation bailouts, the sooner the pain will be over.

It is meanwhile a little relief that the Treasury can come out in the open and admit that its forecasts are based on a stable sterling rate of just under DM3 to the pound, and does not any more have to hide the assumption from anyone at all.

what about health service terms? What about the demographics of it? What about technological advances? Labour still defeat the Tories in any health debate, however unfair that may seem.

The real test of yesterday's statement will come next year, when it will be seen whether his guesses were wildly out, as the formal Treasury forecasts usually are, or acceptably inaccurate, or by some miracle spot on. Do not talk glibly about recession, although technically we are in one, was his response to an angry Mr Smith. All will be well on the night, he indicated. "Inflation will fall, savings will rise, the trade gap will close, investment will be 50 per cent higher..." The trouble is that some of that is what he said at the same time last year; inflation now is about double what he forecast them.

He may be right; if he is the Conservatives win, Mrs Thatcher has her fourth triumph, and Mr Major succeeds her. But after the shocks of the past few weeks, it is hard to avoid the feeling that the man we were listening to yesterday is the excellent, comforting, smooth, personable, self-confident, and always polite purser on the *Titanic*.

An aspirin but hardly a cure

Joe Rogaly assesses Mr John Major's performance

KING SELF. Hostile questions from others were easily deflected by a well-prepared chancellor.

The assembled Conservative ranks did not show themselves to be flushed with enthusiasm at this performance, even a neutral cold-fish stare at the rear of the head of Mrs Margaret Thatcher's favoured successor must be counted as an improvement in Tory morale when compared with the past week or so. The aspirin may not have got them through last night, but it was effective for the afternoon. If the house had not been so subdued in the first place, the fact that Mr Major was clearly master of it would have been even more remarkable.

His effort to calm the markets was also a workmanlike performance, indicating the end of his period as an apprentice chancellor. Either by accident or design the Treasury had allowed the belief to emerge that the spending forecast for next year would

well exceed £200bn. Had it done so – the government would have been asking for trouble. The annual catch-me-by-their-expectations trick was performed once again, however, and £200bn was the figure announced. The financial secretary, Mr Norman Lamont, had had to do most of the juggling. He sat proudly by Mr Major's side as his immediate boss paid due tribute. The expectation that there would be no public sector debt repayment but rather a borrowing requirement was scotched, and the spending total, expressed as a share of gross domestic product, is shown to flatten, not rise, this year and next and to fall again thereafter. We shall witness the actual effect on the markets, if any, today.

Preparing the ground for the next election is rather more tricky. The opposition has an unanswerable case when it protests that the inflation that puts the real squeeze on

Rome was still held by the papacy. It soldiered on until 1980, when it went down with the wreckage of the shipping and business empire of Achille Lauro.

The revived paper is being backed by three local businessmen. Its editor, Ottorino Gorgo, is promising that it will be above party and an authentically independent voice on the problems of that most politicised southern region of Italy, the mezzogiorno.

Faced with the need to kit out hundreds of men to accompany distinguished visitors from 158 nations, the Foreign Ministry turned to a Tokyo department store which usually stocks a wide range of VIPs.

During a recent visit of the US Postal Service, while not producing popcorn packaging, will not recommend it. "Some crisper along the way is bound to sniff it out and chew into the customer's mail," says a post office spokesman.

China is, in fact, the biggest tobacco producer in the world, contributing more than 2.5m tonnes a year to the world crop of 7m tonnes. The Chinese are managing to smoke more than 2m tonnes of tobacco themselves every year.

Sir Yue Kong-Pao, the veteran Hong Kong shipowner and businessman, who prides himself on his contacts among the world's top politicians, must feel pleased by the official news of Deng's conversion. Some time ago the tycoon, who is a sprightly 72 tomorrow and a fitness enthusiast, told my colleague in Hong Kong: "When I saw Deng recently I told him to give up smoking if he wants to live longer – and he has, just go and ask him".

Learning curve

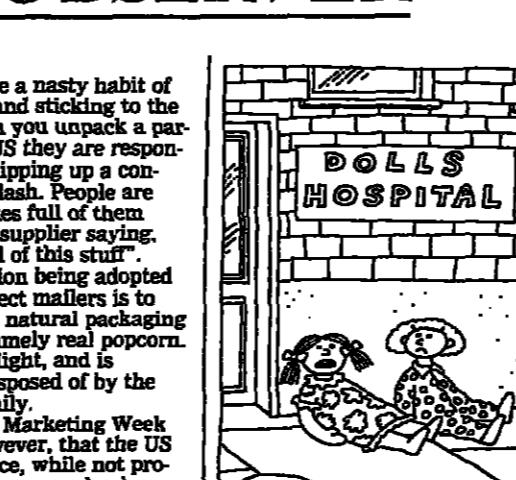
■ Fallout is still being registered in the west after the recent visit of the high priests of private enterprise from the Chicago Mercantile Exchange to the new capitals of Moscow.

Leo Melamed, the guiding light behind the Chicago mission, is telling a story of his efforts to demonstrate to the Russians how well-known is the exchange's Globex electronic trading system for futures contracts.

During a seminar in Moscow organised by the exchange Melamed was button-holed by a representative from a commodities exchange at Ryazan, 125 miles outside Moscow, who wanted to join Globex. His qualification was that he had a computer. Melamed agreed that Chicago's two major futures exchanges should send out representatives for the launch of the new exchange.

But the Russian exchanges are still at a very primitive stage of development and offer

OBSERVER



"I had no idea the beds shortage was so acute."

Roma reborn

■ A local newspaper called *Roma* hit the news stands in Naples yesterday after a break of 10 years.

That a Neapolitan daily should be named after the Italian capital testifies more to mid-19th century national idealism than modern geographic or marketing logic. *Roma* is, in fact, one of Italy's oldest newspapers, which is now reborn. It stood for Italian unification when

the *Repubblica Romana* was founded.

Only two of the 40 participating journalists got it right.

The FT was not there, I'm relieved to report.

When a

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From Sir John

As the mountain road winds up the rugged cliffs of South Korea's north-east coast to the ski slopes and manicured golf courses of the prestigious Yong Pyeong all seasons resort, the sudden appearance of roadside welcome signs from BMW and Mercedes-Benz comes as a shock.

Foreign cars are a rarity on the increasingly crowded South Korean roads, which are still populated almost exclusively by the homegrown products of Hyundai, Daewoo and Kia (and are driven by motorists who often appear bent on committing collective suicide). Korea has one of the world's highest road death tolls.

The Korean new vehicle market has been growing at an average rate of nearly 40 per cent a year in the past three years, however, and for the world's car makers facing stagnant or falling sales in North America and western Europe, Korea would appear to beckon like a beacon of hope.

Korea is hardly laying out a welcome mat for imports, however. It is far too busy trying to carve out its own place in the sun through the development at breakneck speed of an indigenous motor industry that has the ambition of itself storming the bastions of Japan, Europe and North America.

Highly dependent still on foreign and chiefly Japanese technology, Korean car makers are also voicing a determination gradually to cut the automotive technology umbilical cord to their dominant Asian neighbour.

(Japanese vehicle imports as such are still banned, but the block is almost academic, given the extent of Japanese technology already underpinning the industry.)

The industry's strategy of expanding through export-led growth has been undermined by plunging sales most significantly of Hyundai cars – in North America. At the same time its frenzied expansion has been kept on course in the past three years by domestic demand taking up all the slack in foreign demand.

Apparently turning a deaf ear to the dire warnings from western vehicle makers about the growing burden of world overcapacity, Korea's domestic vehicle makers are still determinedly building a succession of plants to take on the world.

Mr Leem Lee Gue, director of the trade and industry ministry's transportation machinery division, forecasts an increase in Korean vehicle sales from 1.2m this year – comprising domestic sales of 970,000 and exports of about 370,000 – to 3m by the end of the decade with a domestic market of 1.6m and exports of 1.3-1.4m. According to the Korea Automobile Manufacturers Association automobile production capacity had already climbed from 3.87m in 1984 to 1.9m this year.

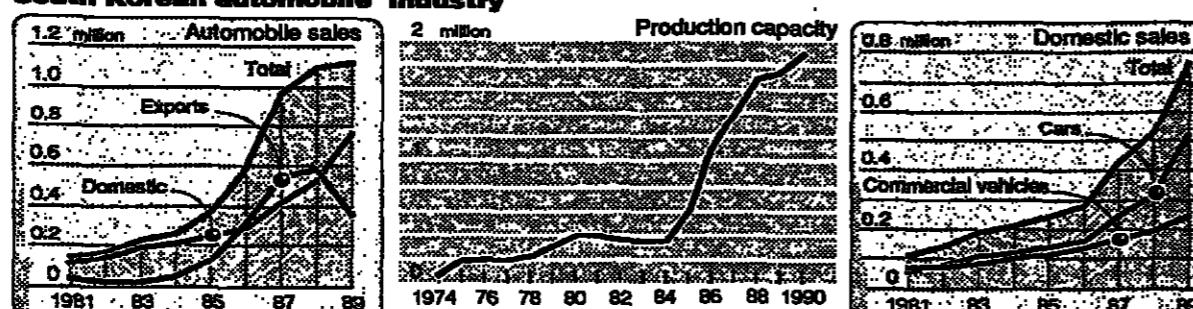
"Our main foreign market will be the US," says Mr Leem, "but we have to try to diversify into the European Community, and into Asian, South American and African markets. And we can expect markets in eastern Europe."

His calculations leave little room for any significant expansion in

Kevin Done on the South Korean automobile sector's bid to penetrate the Japanese, European and American markets

Breakneck expansion to catch up with west

South Korean automobile industry



imports or for Korean consumers having much of a chance to compare domestic and foreign competition. "It is true there are competitors in some foreign markets, but Korean cars," he admits, "but Korean consumers are satisfied with Korean cars. Considering income levels there are not so many people that need to use imported cars."

Certain sales of imported cars are unlikely to grow very fast as long as the government keeps up its present high profile campaign against "luxurious consumption".

It has been known – nobody appears quite sure from which channel the suggestion first emanated – that buyers of imported cars will become favourite targets for investigation by the Korean tax authorities.

While the most visible barriers to car imports have been removed in the past three years, not least in response to pressures from the US, and tariffs on imported vehicles reduced – they are currently set at 20 per cent – Korea's car makers can probably count on more subtle forms of protection for some time to come.

Car imports grew from 27,000 in 1987 to 355 in 1988, 1,587 in 1989 and 2,058 in the first nine months of 1990. Sales were dominated by the startling success of just one car, Ford's Mercury Sable imported from the US. One swallow does not make a summer in Korea, however. While Sable sales took off from the launch a year ago to average more than 250 a month from November to April, they have dropped like a stone to less than 100 a month since June, apparently under the impact of the campaign against over-conspicuous consumption.

If imports hardly pose any imminent threat to the expansive ambitions of Korea's vehicle makers, they face a host of other challenges both domestically and in foreign markets, which lead some industry observers

to be sceptical about the chances of Korea emulating the auto industry achievements of its role model, Japan.

A recently published report* based on the Massachusetts Institute of Technology five-year study on the future of the automobile claimed that the revolution achieved by Japanese vehicle makers in the automobile production system – the whole process stretching from the initial input of consumer wishes through design, development and engineering to manufacturing and sales and marketing – has created an enormous gulf between the best of the Japanese

Korea's vehicle makers face a host of challenges, prompting some industry observers to voice scepticism about Korea's chances of emulating the achievements of its role model, Japan

vehicle makers and their rivals in North America and Europe and not least in the newly industrialising countries, such as Korea.

Japanese so-called "lean production" is more than a match for low-wage mass production, says the study. "Lean production dramatically raises the threshold of acceptable quality to a level that mass production, particularly in low-wage countries, cannot easily match." At the same time lean production offers "ever-expanding product variety and rapid responses to changing consumer tastes, something low-wage mass production finds hard to counter except through ever lower prices.

At the same time the quality of Korean cars has increasingly been called into question in the US, dent-

"Continually dropping prices is unlikely to work, however, because a third advantage of lean production is that it significantly lowers the amount of high-wage effort needed to produce a product of given description, and it keeps reducing it through continuous incremental improvement." Lean production can also fully utilise automation in ways mass production cannot, further reducing the advantage of low wages."

According to the MIT study the original Korean strategy – chiefly the strategy practiced by Hyundai – to compete by underpricing the Japanese entry-level (bottom of the range) cars based on low wages and high volume worked "brilliantly", but only for a brief period.

The Hyundai Excel launched in the US market in 1986 at \$1,000 less than Japanese vehicles of the same size, was followed a couple of years later by Kia (building a version of the Mazda 323 and sold in the US as the Ford Festiva) and by Daewoo (building a version of General Motors' European Opel Kadett and selling it as the Pontiac LeMans in the US), so that by 1988, virtually from a standing start, Korean producers were selling 500,000 cars in the US, accounting for 4 per cent of the total market.

The MIT study claims that the Korean strategy quickly fell apart, however, because Hyundai was "an old-fashioned mass producer with low wages but a large number of hours expended per car". As the Korean currency began to appreciate rapidly against the US dollar in 1988 and Korean auto workers demanded and gained a series of large wage increases against the background of the growing wave of democratisation, a large part of the Korean cost advantage was eaten up.

At the same time the quality of Korean cars has increasingly been called into question in the US, dent-

ing demand. Korean producers had to cut prices to try to sustain sales just as production costs were soaring. Korean sales in the US fell by 50 per cent between 1988 and 1990, says the MIT report. "The next Japan was no longer the next Japan."

The opening up of Korean society and the pressure of demands for improved social conditions, higher wages and shorter working hours, have had a deep impact on the international competitiveness of the Korean auto industry. At Hyundai, the dominant domestic producer, wages rose by 23 per cent in 1987, 26 per cent in 1988 and 22 per cent in 1989. The pace slowed to 9 per cent in 1990, but there is a feeling of unease that the respite may be only temporary.

At the same time labour conflicts have hit the industry hard. Although the number of days lost through strikes has fallen this year, the sight of riot police breaking up with tear gas a strike by Hyundai shipyard workers earlier this year in the company town of Ulsan, is hardly conducive to positive labour relations and high quality work on the neighbouring car assembly lines. The car workers mounted sympathy strikes.

One response by Hyundai has been to invest heavily in automation. It is currently bringing into operation at its Ulsan industrial complex, which is claimed to be the single largest production site in the world, a new \$550m, 300,000-a-year car plant, which includes 267 multi-axis welding robots in the body shop. Some 95 per cent of body welds will be automated.

The automation is aimed at maximising both efficiency and quality in each phase of the assembly process.

At the same time Hyundai began last year a five-year plan to invest \$1.5bn in development and engineering technologies with the aim of moving towards the goal of gaining technological independence from Japan. Hyundai launches its first domestically developed engines next year. It is seeking to develop a capacity to cope with greater model variations and shorter production runs, and to improve both quality and productivity.

Market liberals find themselves divided, because some see European Monetary Union, and the creation of a Eurodollar functioning as a Bundesbank writ large, as a huge step forward for the market cause.

Others fear it because they believe that the "dispensing" of European institutions cannot be countered by a "widening" to take in the emerging democracies of eastern Europe.

Further, we now see the emergence of a group – of which the prime minister is at least an occasional member – who might be called market liberals in one country. They do not believe that the European Community, or any supranational institution, can act as they have acted (or at least spoken) for the last 15 years. They now tend to make common cause with the more or less enthusiastic patriots of the right, who may never have been very keen on market liberalism but were always keen on Country. They are now prepared to risk (or welcome) a decline into chauvinism to beat back the continental threat.

The successful plaiting of these two strands in the Thatcherite party – the Market and the Nation – is now being unpicked.

The hard pounding of the

LOMBARD

Unravelling the skein of Europe

By John Lloyd

It is a good thing for the country that the British are being called on to think about their place in Europe. It would have been alarming had the debate – or rather the many debates – not been forced to the surface. We should congratulate ourselves on having a prime minister who compels us to think about our views, and to beware of the smooth men on all sides of politics and in all countries who talk of the "inevitability" of closer integration, or who seek to downgrade the matter by waffling about the continuation of nation states in the next century.

Politics cannot be inevitable, and the only things that will continue are pressure and change. We are undergoing a political upheaval much, though not all, of which is due to "Europe" – and it has sent faint lines running through established political thought and practice.

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selves divided, because some see European Monetary Union, and the creation of a Eurodollar functioning as a Bundesbank writ large, as a huge step forward for the market cause.

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LETTERS

Wrong to absolve the City of short-termism

From Mr Ronald Dove
Sir, Unless Paul March ("Cutting through the conceptual fog", November 7) has better arguments than your editorial comment ("Short-termism reappraised"), he should not be allowed to get away with the notion that capital markets should be absolved of fomenting short-termism.

It is not only, as your editorial suggests, fear of takeovers which keeps managers nervously watching those share price, anxious to feed it with a good earnings record now and not in five years' time. There are at least four other ways in which the structure of capital markets pushes the Japanese industrialist into short-term considerations less than his British counterpart:

• The predominance, among his shareholders of "locked-in" friends – his bankers, insurers, suppliers, distributors and firms with which he shares joint-venture subsidiaries etc.

• The small weight, among the other shareholders, of funds managed by frenetic index-busters – especially the unit trusts which, as the Wilson Committee showed, turn over portfolios more tempestuously than other categories.

The benefits of duty free

From Sir John Egan
Sir, There are two important points to make about Mr Peter Tray's comment (Letters, November 3) regarding duty-free goods.

First of all, duty-free goods represent excellent value with discounts of up to 40 per cent compared with the average high street price for main brands of spirits and tobacco. The popularity of this can be judged by the millions of people who buy them and it is in response to this demand that shops are provided.

As Mr Tray concedes the rev-

D-MAC: culprit not victim

From Mr Alan Burkitt
Sir, Ray Snoddy's article ("Sorry plight of MAC the orphan," November 6) on the likely demise of the D-MAC television standard, following the merger of Sky and BSB, does not examine an alternative view of victim and culprit. Perhaps it was D-MAC which killed off BSB mark 1, rather than RSB mark 2 killing off D-MAC.

The Independent Broadcasting Authority (IBA) invented MAC and, from this standpoint, insisted – with the backing of the Department of Trade and Industry (DTI) – that its satellite contractor should use it in preference to well-established PAL.

Yet it was clear from the start that D-MAC receivers would be significantly more expensive than PAL systems, for limited benefits. Engineers in the IBA may have drooled over the better picture they said was possible with MAC. Neutral observers could hardly tell the difference and, in any case, viewers choose satellite receivers for the programmes available, not so that they can watch stars wearing checked jackets that do not strobe.

It was a technology at the very early stage of development – MAC transmissions cannot be recorded on domestic video cassette recorders (VCRs) for example and should never have been imposed on a remarkably and naively willing BSB.

When BSB's contract was

awarded, no D-MAC receiver

chips had been designed and production quantities were years away – though BSB apparently believed this task could be achieved in record time. It was this almost inevitable delay, about which many warned, which more than anything crippled BSB's competitive position against Sky.

D-MAC never had a chance of becoming a pan-European, still less a world, route to high-definition television (HDTV).

Its bandwidth is too great for relay down the communal aerial systems of continental apartment blocks. So the French and Germans chose another system, D2-MAC, though that too has been shunned by the programme companies. The German channels on Astra, on Eutelsat II and on Germany's own Koenigskopf satellite use PAL, not D2-MAC.

Ultimately, BSkyB's abandonment of D-MAC may improve the chances of getting a truly worldwide HDTV system – if people want it. The Japanese have already developed a system. It was the European MAC lobby which threatened to split the television world into incompatible camps.

When the prices of receivers are reasonable, the PAL channels on Astra, or any other satellite, could offer alternative high-definition transmissions. Then the market, not the IBA or the DTI, will decide.

Alan Burkitt,
PO Box 143, SE3

Friendly satellite TV services

From Mr R.C.V. Macario

Sir, The merge of the Sky and BSB satellite broadcasting services should not have come as a surprise. The use of geostationary satellites for broadcasting and telecommunications was, as is well known, put forward in a paper by Arthur C Clarke in 1945. In this paper, written from King's College, London, the principal argument for suggesting space satellites was to reduce the proliferation of high-power terrestrial radio services.

If we are to follow Mr Clarke's advice the government through the Trade and Industry Department should be seeking to reduce terrestrial television by, for example, not planning to use channels 35 and 37 for broadcasting. Moves in this direction could encourage the more electromagnetic

friendly satellite TV services and possibly boost the British electronics industry.

The philosophy of competition in public telecommunications services does not always work. For example we have recently seen the coming together of the personal communication network (PCN) licences. If the radio spectrum was cleared of some of the high-powered terrestrial TV transmissions and given over to PCN operation etceters in rural areas, systems could be rolled out much more quickly, with lower development cost and lower cost to a greater number of end users. The writing is now on the wall and we should take note.

R.C.V. Macario,
Department of Electrical & Electronic Engineering,
University of Swansea

The editors of *The AMEX Bank Review* are pleased to announce the winners of the 1990 Essay Competition in international economics and financial markets held in memory of Robert Marjolin. A former adviser to the Review, Professor Marjolin was the first head of the OECD (then the OEEC), Vice President of the European Commission, and one of the leading architects of the European Community.

The first prize essay is available from the Editors. All the essays, summarised in the November issue of the Review, will be published early in 1991 by Oxford University Press.

FIRST PRIZE \$25,000

Lawrence J. Braillard
Bankers Trust Company

"Reform in Eastern Europe: Creating a Capital Market"

SECOND PRIZE \$10,000

Paul C. De Grauwe, University of Leuven

Kris J. L. Vanbinst, Bank Bruxelles Lambert

"Speculative Dynamics and Chaos in the Foreign Exchange Markets"

THIRD PRIZE \$5,000

Paul Reynolds Allen, University of Connecticut



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FINANCIAL TIMES

Friday November 9 1990



Bitter sweet anniversary for Gorbachev

David Marsh in Bonn contrasts the paths of two leaders a year after the Berlin Wall

SINCE Mr Mikhail Gorbachev last set foot on German soil in 1989, the Soviet leader - like Germany - has undergone a metamorphosis. But while Germany has expanded, Mr Gorbachev's position has diminished.

The bilateral co-operation treaty which he signs with Chancellor Helmut Kohl in Bonn today will be overshadowed by the political and economic turmoil tearing at Soviet unity.

Mr Gorbachev arrives exactly one year after the breaching of the Berlin Wall. For the Soviet leader, it is not a happy anniversary.

On his last trip to Germany, in East Berlin at the 40th birthday celebrations for the former East German state in October 1989, he said that attempts to overturn the post-war division of Germany would undermine European stability.

The last time he was in Bonn, in June 1989, Mr Gorbachev joined with Mr Kohl to sign a wide-ranging policy

statement promising the right to self-determination "for all peoples and states".

No longer is it a question, as was the case during the tortuous international negotiations in the summer and autumn on German reunification, of what the Soviet Union can do for Germany to ease the path to unity.

Rather, Mr Gorbachev's talks with Mr Kohl will focus on what Germany can do to alleviate the decline and perhaps break-up of the Soviet Union.

Despite all the sympathy which Mr Gorbachev enjoys in Germany, and the billions of D-Marks of credits German banks are directing towards Moscow, the answer will probably be: not much.

The German government has already guaranteed about DM19bn (\$12.5bn) of loans to the Soviet Union. This includes export credits, a DM5bn bank credit arranged in the summer and an additional DM3bn loan agreed to assist the Soviet troops withdrawals from east Ger-

many. In view of accelerating Soviet fragmentation, the German weekly *Die Zeit* asked bluntly on its front page yesterday exactly who in the Soviet Union would be covered by Mr Gorbachev's

signature on the Soviet-German treaty. The newspaper's headline ran: "There is no longer a Soviet Union." Both sets of declarations contained a depth of meaning well beyond anything which Mr Gorbachev could have imagined.

Today's bilateral treaty contains, along with a mutual non-aggression pact, a commitment for both sides to respect existing borders in Europe.

Moscow wants Bonn to provide some moral insurance against further splitting off of individual republics. Again, there is not much here that Germany can deliver. Significantly, delegations from Lithuania and Latvia have both visited Germany recently to discuss ways of setting up independent central banks in the Baltic republics.

To avoid damaging German-Soviet relations, neither delegation was officially received by the government in Bonn - but they made sure to call in on the Bundesbank in Frankfurt.

In view of the cash consideration on top of individual republics' assets, the deal is likely to be a success.

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FINANCIALTIMES COMPANIES & MARKETS

Friday November 9 1990

21



BRITAIN'S INTERNATIONAL TRUCK MANUFACTURER

INSIDE

SB posts strong gain in quarter

SmithKline Beecham, the international pharmaceuticals group, yesterday reported a strong rise in third-quarter pre-tax earnings, which jumped to £218m (£414m) from £168m. Chief executive Robert Bauman (left) said that the quarter was highlighted by continued growth in both trading and that the buoyant market conditions were likely to spill over into the final three months of the year. Page 26

Asko close to acquiring Co op Asko, the German retail concern, is close to acquiring Co op, the supermarket and do-it-yourself business which has made heavy losses over the last two years. Deutsche Genossenschaftsbank, which holds a majority of Co op's shares, said yesterday negotiations with Asko were at an advanced stage. Asko declined to comment, but has called a press conference for Monday. Page 22

Where will that wind blow?



It promises to be a fight over where the Chinese Board of Trade goes from here. The election campaign for a new chairman of the world's largest futures exchange began this week. Faced with stiffening world competition, the challenges of new technology and a poor public image, the CBOT is in need of strong leadership. Barbara Dier reports on the two candidates, current chairman William O'Connor and challenger Patrick Arbor. Page 25

Signs of Japanese slowdown

Reports of interim financial results from Japan's leading industrial companies in the past few days indicate corporate profit growth in the country is finally slowing. That growth is being hit hard by rising costs of materials, labour and money. Sales have held up so far, but many companies think they could go soft in the next few months as economic conditions deteriorate both at home and abroad. Ian Rodger reports. Page 23

Get together in Brazil

Misery loves company. And if ever there was a place that proves this it is Brazil. Battled by a low volume and a feeble economy, Rio de Janeiro and São Paulo, the country's two biggest equity markets, have decided to get together. Victoria Griffith examines the reasons for the link up. Page 42

Market Statistics

	Brazil	Sao Paulo Bovespa Index S adjusted (100)	40	20	0	Jan Nov	Latin American Securities
	28	London traded options	25				
Benchmark Govt bonds	24	London credit options	25				
FT-4 Indices	25	Managed fund service	34-37				
FT-1 bond index	33	New bond issues	24				
Financial futures	38	World commodity prices	38				
Foreign exchanges	25	World stock mkt indices	39				
London recent issues	31	UK dividends announced	25				
London share service							

Companies in this section

AT&T	22	Kurata	23
Alfa Laval	22	Kuraray	27
Appleby Westward	22	Leading Leisure	27
Asko	22	Microsoft	22
Banco Bilbao	22	Mitsubishi Rayon	23
Bellway	22	NCR	27
Brentford	22	National Home Loans	27
British Gas	22	Omron	23
British Petroleum	22	Placer Dome	23
Burnham Castrol	22	Poly Peck Int'l	25
CS First Boston	22	Premier Group	22
Cofetex & Fowler	22	Rex	22
Consumers' Gas	22	Royal Dutch/Shell	26
Daimler-Benz Motor	22	SmithKline Beecham	26
Daily Telegraph	22	Stanhope Properties	27
Dawes House	22	Storehouse	26
Davies & Metcalfe	22	Takeda	23
Dow Jones	22	Thyssen Industrie	23
Foseco	22	UniChem	22
Fujitsu	22	Wal-Mart	22
GPA	22	Walpac	28
Goldman Int'l	22	Worcester Group	28
Hongkong Telecom	22	Yale and Valor	28
ICL	23	Yamanouchi Pharm.	23
Kubota	23		

Chief price changes yesterday

FRANKFURT (DM)	PARIS (FFP)
Alusuisse	225 + 6
Lufthansa	495 - 9
Siemens	675 - 10
Telekom	550 - 10
Westinghouse	240 - 10
Willy Brandt	320 - 13
Worsthorne	3201 - 99
NEW YORK (\$)	TOKYO (Yen)
Pfizer	2350 + 110
Standard & Poor's	2500 + 110
Bonded Funds	225 + 1
Cisco Systems	35 + 5
NCR	5512 + 72
Westinghouse	224 + 4
Motorola	535 - 113
Sprint	484 - 42
London (Pence)	Redland
Fidelity (L)	500 - 9
STC	5125 + 21
Stamps	500 - 10
Post Office	595 + 12
Post Office	500 - 17
Christies Int'l	521 - 6
Cofetex & Fow	515 - 13
Creditly (U)	502 - 20
Emcotel	518 - 15
New York prices at 12.30pm	Yale & Valor
LONDON (Pence)	500 - 15
Fidelity (L)	500 - 22
STC	5125 + 21
Stamps	500 - 17
Post Office	595 + 12
Post Office	500 - 17
Christies Int'l	521 - 6
Cofetex & Fow	515 - 13
Creditly (U)	502 - 20
Emcotel	518 - 15

Bull to cut workforce by 5,000

By William Dawkins in Paris and Alan Cane in London

GROUPE BULL, the troubled French computer manufacturer, yesterday announced details of its wide-ranging plan to stem the losses that have shaken confidence in the long-term future of the state-owned company.

Designed to return Bull to profitability within two years, they include the loss of a further 5,000 jobs worldwide and the closure of seven of the company's 13 manufacturing sites. It also entails FF111bn (\$22bn) of new investment in research and development, much of it through French

government contracts, which have yet to be negotiated.

Bull, which has already cut 2,500 jobs this year to leave its total workforce at about 44,000, will shed 1,100 of the jobs in France.

The recovery plan, which has the blessing of Mr Roger Fauroux, the French industry minister, does not, however, call for a merger or partnership with one of Bull's European competitors as Mr Fauroux had recently suggested.

Instead it says that Bull will

divest from activities where it does not believe it can be a market leader and will seek to establish a wide range of alliances and partnerships with competitors and customers.

Honeywell of the US and NEC of Japan hold 12.8 per cent and 15 per cent respectively of Bull HN Information Systems, one of the group's four operating units.

The group made a loss of FF1257m on sales of FF132.7bn last year and is expected to lose FF125bn this year, according to Mr Francis Lorentz, chairman

and chief executive officer. Mr Lorentz said he did not expect Bull to make a profit in 1991 either, and sales would remain essentially flat.

The plan, which has been in preparation over the summer months, is a speeding-up of measures instituted when the company's financial plight became clear:

"The acceleration of change in our industry requires us to accomplish in two years what we had planned to accomplish in four." Mr Lorentz said. Manufacturing will be reduced

to three plants in France, two in the US and one in Italy. The new research and development funds will chiefly be used to help the company create a unified product design throughout its computer families.

Zenith, the personal computer maker Bull acquired last year, will have its research and development budget increased by 25 per cent.

Management restructuring should bring about economies which have so far escaped the combined company.

Banesto bids for 25% of Spanish gas group

By Tom Burns in Madrid

CARBUROS METALICOS, Europe's third-largest producer of ferro-alloys and industrial gases, yesterday received a bid of Pt14.8bn (\$167m) for 25 per cent of its shares from the Banesto banking and industrial group.

Trading in Carburos Metalicos was suspended on Spanish stockmarkets yesterday following the public bid by Corporacion Banesto, the industrial holding company of Banco Espanol de Credito (Banesto), the large Spanish bank. A successful bid would raise Banesto's stake in Carburos to almost 50 per cent.

Banesto owns 16 per cent of Carburos and is believed to control a further 8 per cent through other companies in the corporation.

Air Products of the US owns 25 per cent of Carburos, with an option to purchase another 5 per cent. Spain's Banco Central has 11 per cent and some 35 per cent of the equity is traded on the Madrid stockmarket.

The move suggests a new tactic by Banesto, which launched Corporacion as an umbrella for its widespread industrial assets in July.

Its intention was to place part of its industrial holding on the international markets, but the placement was suspended two months ago due to adverse market conditions.

Last month, Banesto signalled that it intended to build up its Corporacion portfolio - while awaiting better times for an international placement of the holding. It acquired a controlling stake in the Rioja wine producer, AGE, for Pt1.8bn from Guinness, the UK drinks group.

The share price of Carburos Metalicos has fallen from Pt13.900 in January to Pt13.905 yesterday. Banesto is offering Pt1.500.

"Banesto is moving now because Carburos is going cheap and its position in the company was relatively weak," said Mr Javier Criado of Madrid business analysts, Axel.

Market analysis said the company's ferro-alloy business was badly exposed to cyclical downturns. However, its industrial gases products, which account for two-thirds of turnover, were able to maintain margins.

Carburos is ranked number three in Europe after Norway's Elkem and Pechiney in France. It recorded a net profit of Pt1.7bn in 1989, but is expected to be less buoyant this year.

Nortel leaps on STC springboard to Europe

Paul Abrahams and Bernard Simon look at the deal

The European electronic industry, which has been experiencing substantial restructuring in recent years, had another convulsion yesterday when STC, the last remaining independent British telecommunications equipment manufacturer, agreed to a £1.9bn bid from Northern Telecom, the Canadian telecommunications giant.

For Nortel, the deal, which will create the third largest telecommunications equipment group in the world with sales of \$9bn a year, appears to hold considerable logic.

The company, the main strength of which is in computerised telephone switching equipment, concentrated in the early and mid-1980s on breaking into the US market through the "Baby Bells", the US regional telephone companies. Last year, it relied on the North American market for 94 per cent of its revenues.

The group has recently turned its main sales thrust to other parts of the world. Although it has had success in Asia - it has become the largest non-Japanese supplier to Nippon Telephone & Telegraph, and has recently made significant inroads in Australia - the company has found that it has been slow to penetrate its capital investment in certain technologies.

Nortel said STC will offer it access to the UK market and a springboard into the rest of Europe in preparation for the single market after 1992. The European market for switching equipment - Nortel's speciality - is worth about \$9.3bn a year.

STC's strategy has been to create a European-based communications group.

Mr Paul Stern, Nortel's chairman and chief executive, said that STC would continue to pursue that strategy as it had been too small to have a future as an independent company and was looking for a partner.

Yesterday's announcement of the deal was not altogether unexpected. After STC had agreed the sale of ICL it admitted that the group was too small to have a future as an independent company and was looking for a partner.

Mr Paul Stern, Nortel's chairman and chief executive, said that STC would continue to pursue that strategy as it had been too small to have a future as an independent company and was looking for a partner.

Analysts were highly doubtful yesterday that any alternative bidder would emerge for the company. Mr Charles Burrows, an analyst at James Capel, explained that it would be difficult for anyone to contest an agreed bid when the bidder already had such a substantial stake.

Alcatel said yesterday it was watching the situation, but that it was a long-standing policy of the company not to become involved in protracted confrontations.

Meanwhile, the deal confirms that the world's electronic industry is being substantially consolidated.

The increasing cost of electronics research and development has meant that companies are being forced to turn to global organisations to ensure a return on their investment.

This autumn GEC forged a strategic alliance with Fiat's Telettra, which gave the French group access to the Italian telecommunications market. And earlier in the year, GEC, the UK electronics group, and Siemens, combined to take over Plessey, the defence electronics company.

For European groups, it is becoming increasingly clear that it is impossible to survive on national markets alone.

Mr Stern admitted the deal had involved tough negotiations

Shell and BP face criticism as reported earnings jump

By Steven Butler in London

BRITISH PETROLEUM and the Royal Dutch/Shell group yesterday faced a barrage of criticism over the enormous increases in third-quarter reported earnings on the back of higher oil prices.

BP's earnings nearly quadrupled to £232m (\$1.6bn) while Shell posted a 68 per cent increase to £1.09bn based on the official figures, which include huge stockholding profits.

INTERNATIONAL COMPANIES AND FINANCE

Alfa Laval up strongly to SKr315m

By Robert Taylor in Stockholm

THE recovery of Alfa Laval, the Swedish dairy equipment and process engineering group, continues, judging by yesterday's 24 per cent increase in three-quarter profits.

Profits after financial items rose to SKr1.61m (\$87m) from SKr1.55m to leave profits after nine months ahead by 16 per cent at SKr1.05bn. Orders for the nine months improved by 17 per cent to SKr1.92bn, with a third of the gain arising from acquisitions.

Earlier this year, the company forecast a 15 per cent growth in sales and profits for 1990, and it is on track. Alfa Laval's profits last year were SKr1.4bn.

"Unlike many hard-pressed Swedish companies, we are not so sensitive to economic downturn because of our food processing and environmental protection operations," said Mr

Lars Kyberg, president and chief executive. He remains confident that Alfa Laval can average a 15 per cent annual growth rate over the next five years.

"Of course there is no such thing as a recession-proof company," he said. "There are certainly clouds on the horizon."

He said a fall in demand could be seen in a number of its key export markets, notably North America and the Nordic region. Nor could Alfa Laval be immune from the economic problems of eastern Europe and business uncertainty caused by the political situation in the Middle East.

Alfa Laval is growing fastest in its food processing business, where the company's operating income rose by 44 per cent in the nine months to SKr147m following a 24 per cent increase in sales to SKr3.1bn.

The company's industrial business, which makes equipment for food processing and accounts for around a half of sales, enjoyed 14 per cent growth in nine-month sales, to SKr3.34bn.

There was also satisfactory growth in the agricultural business sector, covering mainly milk and dairy products. Here there was 21 per cent improvement in operating income to SKr252m, and 17 per cent growth in sales to SKr2.45bn.

The company's restructuring of core operations through decentralisation into autonomous operating areas, along with cost-cutting and increased investment in research and development, appears to be paying off.

Alfa Laval has also benefited from an aggressive acquisitions strategy in the US and

western Europe. Over the past three years alone the company has purchased 22 businesses with accumulated sales of SKr3.6bn. Mr Kyberg estimates as much as 20 per cent of total income this year derives from acquisitions since 1986.

He points out, however, that Alfa Laval's divestment of interests in biotechnology and fish farming also helped the recovery.

The financial power base of the company was strengthened through the release of some SKr2bn of capital tied up in low-yielding assets. This enabled it to purchase acquisitions from its own internally generated funds.

"It is a strong point that we have self-financed our growth," said Mr Kyberg. "It has ensured us a positive cash flow and provided the company with flexibility."

Microsoft accused of unfair trade practices

By Louise Kehoe in San Francisco

MICROSOFT, the world's largest personal computer software company, has been charged with using its market dominance to limit competition in an anti-trust suit filed this week by a southern California maker of computer "tree".

Z-Nix of Pomona, California, claims that Microsoft employed bully tactics to prevent it from selling a computer "mouse" that competed with a similar Microsoft product. The suit also alleges that Microsoft breached an agreement to license Z-Nix to sell Microsoft's Windows programs under its own name.

Z-Nix is seeking triple damages of \$4.5m and affirmation of its Windows licensing agreement with Microsoft.

"It is time for us to stand up to Microsoft's unfair trade practices and stop the slow death of innovation in this industry," said Mr Thomas T. Chan, a software law expert representing Z-Nix.

"While we negotiated in good faith and began executing marketing programs against an agreement, Microsoft was using its market clout to muscle us out of another market. The little company has no chance playing with these rules on Microsoft's field," said Mr Frank Yeh, vice-president of sales and marketing at Z-Nix.

Z-Nix is a five-year-old company with projected sales this year of \$3m. Microsoft's revenues for the fiscal year ending in June were \$1.15bn.

Microsoft officials said they had yet to receive a copy of the complaint, but noted the company was "surprised" to learn of the suit because it had been in discussions with Z-Nix.

Microsoft also claimed it had reached only a "verbal and very preliminary agreement" with Z-Nix over software licensing and that efforts to finalise an agreement had so far been unsuccessful. The software company declined to comment on the specific accusations raised in the anti-trust suit.

Dow Jones in publishing joint venture

By Alan Friedman in New York

DOW JONES, publisher of The Wall Street Journal, and the von Holtzbrinck Group of Germany, which publishes Handelsblatt, the leading German business daily, yesterday unveiled a new joint venture to co-operate in current and future English-language publishing in Europe.

The companies are already equity partners in several European ventures including Groupe Expansion of France and Eurexpansion, a network of national language business publications in a dozen Euro countries.

The new company - Handelsblatt-Dow Jones GmbH - will have an initial capital of \$1m and plans to develop joint advertising, circulation and distribution arrangements between The Wall Street Journal's European edition and Handelsblatt in Germany and elsewhere in Europe.

Dow Jones said the venture would also explore new English-language publishing opportunities between the two parent companies.

The new company will be based in Frankfurt and will have as members of its board of directors Mr Dieter von Holtzbrinck, president of the German company and Mr Peter Kann, president of Dow Jones.

Handelsblatt has a circulation of more than 140,000 and also publishes Wirtschaftswoche, a business weekly. The German company also owns Scientific American, a US magazine.

The Wall Street Journal said its European edition, launched in 1983, has a circulation in Europe of over 50,000. Dow Jones recently said the European edition of The Wall Street Journal was making losses mainly because it was ploughing back money into its expansion projects.

NCR stock rises on talk of merger with AT&T

By Louise Kehoe

NCR's stock price rose sharply yesterday following a report that the company may be in merger talks with AT&T.

Both companies declined to comment on the report and an NCR spokesman noted there had been "periodical rumours of an AT&T acquisition of NCR which had come to naught."

NCR rose to \$56 1/4 at mid-session, up from a Wednesday close of \$56.

The reported merger talks could not be confirmed, but industry analysts said they would not be surprised if AT&T were to merge its computer operations with those of another US company.

AT&T has been struggling to build its computer business for several years, but has so far met with only moderate success.

Analysts said AT&T's computer operations were not profitable.

Rumours have been ripe that cash-rich AT&T would make a significant acquisition to boost its presence in the computer Z-Nix.

"We have negotiated in good faith and began executing marketing programs against an agreement, Microsoft was using its market clout to muscle us out of another market. The little company has no chance playing with these rules on Microsoft's field," said Mr Frank Yeh, vice-president of sales and marketing at Z-Nix.

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Sale of energy assets helps Placer Dome lift earnings

By Bernard Simon in Toronto

PLACER DOME, one of North America's leading gold producers, almost quadrupled its third-quarter earnings, thanks to the proceeds from the sale of oil and gas assets, increased gold output and slightly higher prices.

Net income jumped to C\$83.9m (US\$72.3m) or 36 cents a share, from C\$21m or 3 cents, with earnings from continuing operations rising to C\$29.9m from C\$19.2m. The gain from the oil and gas properties was C\$54m. Revenues rose to C\$296.8m from C\$257.9m.

Earnings for the first nine months of 1990 were C\$198.9m, up from C\$90.3m a year earlier.

The latest figure includes a gain of C\$11.3m from the oil and gas sales. Total production costs were US\$156/oz.

Brascan profits slide 42%

By Robert Gibbens in Montreal

BRASCAN, the Canadian financial services, consumer products and resource holding company, suffered a 42 per cent decline in profits for the first nine months, but it expects an improvement in the fourth quarter because of higher energy earnings.

A fall in the mining and minerals sector explained most of the drop in overall earnings.

Brascan, the core company of the Peter and Edward Bronfman interests of Toronto, controls Noranda, John Labatt, Trilon Financial and many other companies. Trilon's income now contributes slightly more than the resource group.

Nine-month profit equalled 76 cents a share, against 54 cents on sales of C\$6.4bn, a 6 per cent increase.

Wal-Mart growth continues

By Nikki Tait

THE relentless growth at Wal-Mart, the third largest retail chain in the US, continued in the third quarter of 1990, with the company reporting a sales advance of 26 per cent and earnings per share up 25 per cent.

Total sales during the three months to end-October stood at \$7.9bn, compared with \$6.28bn in the same period a year earlier.

The figure was helped by more new space coming on stream: a net 55 new Wal-Mart stores opened in the quarter, together with nine Sam's warehouse clubs. These sell discounted goods to members and

aim largely at the small business customer base.

Interest costs were \$45.4m, up from \$39m a year earlier, but net profits still progressed from \$22.7m to \$28.8m. Fully diluted earnings per share rose to 25 cents, against an adjusted 20 cents in the third quarter of 1989.

Wal-Mart, whose recent growth contrasts with the experience of many other companies in the US retail sector, said the "overall economic uncertainty" was providing challenges, but confirmed it was well-positioned to achieve our plans for the balance of the year.

Further lay-offs at CS First Boston

By Nikki Tait in New York

THE CHILL winds blowing through Wall Street have claimed another 45 jobs, this time at CS First Boston. The global investment bank said it had dismissed just under 10 per cent of staff from its equity division and expects further job losses in the organisation generally in the coming months.

Also departing from the investment bank is Mr William Mayer, head of CS First Boston Merchant Bank. This is the latest in a line of top management changes at First Boston.

Mr Mayer, aged 50, was demoted as First Boston Corp's president and chief executive last January and given charge of a new merchant banking subsidiary. He was replaced by Mr John Hennessy, chief executive of First Boston's holding company, CS First Boston.

Yesterday, however, First Boston maintained that Mayer had been responsible, in particular, for solving the problem the bank's \$1.1bn branch of troubled "bridge loans", and this situation was fairly close to resolution.

Officials at the investment bank declined to specify how many jobs would go, but it seemed possible there would be more cuts before Christmas.

The cuts are likely to be spread across the bank's domestic operations. The layoffs at First Boston are the latest in a round of redundancies by leading Wall Street employers: Morgan Stanley, Prudential-Bache and Citicorp have all announced significant cuts in recent weeks.

First Boston axed 200 jobs last April - a move which meant the bank's staff numbers had been pruned by around 1,000 to 4,700 since the October 1987 stock market crash.

Merrill Lynch said it had cut its investment banking staff by an additional 50 people, or 8 per cent, to 575 bankers over the past week as part of a reorganisation in which it plans to trim several hundred jobs, Reuter reports.

Karabach, a Malaysian company, said it had laid off 100 workers from both its textile and garment fabric and textile units.

Its sharp profit decline in the full year, Karabach said, was due to a 15 per cent improvement in its textile unit's pretax profit from \$1.1m to \$1.3m, while the company's garment unit's pretax profit fell 40 per cent, from \$1.1m to \$0.6m.

Mitsubishi Rayon, a Japanese polyester and rayon fiber group, said it had increased net sales 10 per cent despite a 10 per cent drop in domestic demand. Sales were up 11 per cent in the year to date, from \$1.1bn to \$1.2bn.

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INTERNATIONAL COMPANIES AND FINANCE

Japan steels itself for a bleak second half

Ian Rodger finds that corporate growth, once the kingpin of the economy, is slowing

Corporate profit growth, which has been one of the main features of Japan's booming economy in the past four years, is finally slowing.

Reports of interim financial results from leading industrial companies in the past few days indicate that profit growth is being hit hard by rising costs of materials, labour and money. Sales have held up so far, but many companies think they could go soft in the next few months as economic conditions deteriorate both at home and abroad.

"Looking ahead, we expect that the situation in the Persian Gulf, unfavourable exchange rates and rising interest rates will contribute to a more difficult operating environment in the second half," Mr Atsushi Muramatsu, chief financial officer of Nissan Motor said on Monday when publishing the company's interim results.

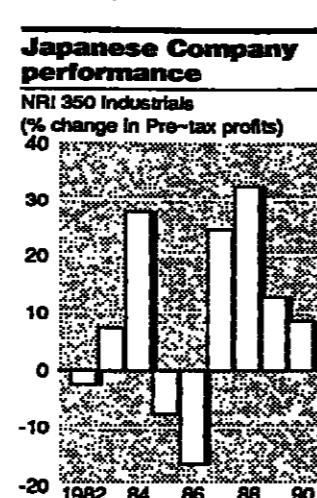
Nissan is one of many industrial companies that has revised down its pre-tax profit

forecast for the year from Y190bn (\$1.49bn) to Y180bn. If the new forecast proves accurate, it will mean a slight fall from last year's Y184.3bn instead of a previously expected increase.

This could be bad news for the economy as a whole, because a serious profit slump would probably make companies cut their capital spending plans. Private sector capital spending has been a main contributor to growth in the past few years, accounting for 24 per cent of gross national expenditure last year.

"So far, operating profits have only been affected by margin squeezes. The big damper could come next year when sales volumes slow," Mr Jesper Koll, an economist at S.G. Warburg Securities (Japan), said.

The average pre-tax profit rise of 182 industrial companies quoted on the first section of the Tokyo Stock Exchange in the six months to September 30 was 4.6 per cent, according to the Wako Research Institute



Source: Nomura Research Institute

means that the companies are suffering from rising material and labour costs. Toshiba, for example, has reported an 11 per cent rise in its cost of sales and an 11 per cent jump in selling, general and administrative expenses, leading to a 17 per cent fall in operating profits in the six months to September.

Wako said the processing industries in its survey, including machinery, shipbuilding and motors, were still doing well, enjoying an average 9.1 per cent increase in pre-tax profits in the first half, thanks largely to continuing strong domestic demand.

However, materials industries, such as pulp and paper and chemicals, suffered a 13.7 per cent slide in pre-tax profits due to higher interest rates and rising costs, including that of oil towards the end of the period.

Oil Paper, the country's biggest paper maker, for example, reported a 34 per cent fall in pre-tax profits in spite of a 2.7 per cent rise in sales. Oil said

higher labour and borrowing costs combined with a flat market to cause the drop.

In spite of a dramatic 40 per cent drop in average share prices on the Tokyo Stock Exchange, few industrial companies seem to have been hurt. This suggests that they are more prudent in investing their surpluses in recent years than many have suggested.

Indeed, many have more than offset any equity trading losses with increases in yield on fixed income investments, thanks to rising interest rates. Sharp, the electric appliances group, for example, said that while its operating profits were up 7 per cent, its non-operating profits jumped 50.4 per cent, mainly as a result of high income from investments.

The few companies that have speculated aggressively in the stock market, have paid a heavy price. Hanwa, a steel trading company, recently revealed that it had suffered book losses of Y25bn on its securities portfolio in the six months to September 30.

Ontario approves Britgas takeover

By Bernard Simon in Toronto

THIS ONTARIO government has approved British Gas's C\$1.1bn (US\$848m) takeover of Consumers' Gas, Canada's largest gas distributor, in exchange for commitments to a substantial public stake and large investments in research and development projects at a cost of at least C\$90m.

The Consumers' acquisition is the first significant test of the left-wing New Democratic government's attitude towards foreign investment in Ontario since it came to office.

Mr Bob Rae, the provincial premier, said the government had explored public ownership of the utility but "the cost was simply too high."

Mr Rae said yesterday that, after "hard bargaining", Britgas had agreed to several conditions beyond those proposed last month by the Ontario Energy Board. He released a letter from Britgas confirming its acceptance of these.

The British company has agreed:

- To establish a public stake of 15 per cent in Consumers' by 1992. In addition, Britgas will limit its participation in new equity issues by Consumers' to no more than 50 per cent until the end of the decade.
- To make available at least C\$50m over the next 10 years for equity investment in commercially viable co-generation projects.
- To create a venture capital fund managed in Ontario for investment in energy and related technology. Britgas will invest C\$5m in this fund in the first five years.
- To concentrate in Ontario all its research and development on the use of natural gas for motor vehicles.
- To undertake that there will be no job losses at Consumers' as a result of the acquisition.

The deal still requires the approval of the Federal government, but this is widely regarded as a foregone conclusion. Consumers' share price jumped C\$2 to C\$33 on the Toronto stock exchange yesterday. Britgas' gas offered C\$34 a share for Consumers'.

For the period from November 7, 1990 to February 7, 1991 the Notes will bear interest at 8.20313% per annum. U.S. \$2,096.36 will be payable on February 7, 1991 against Coupon No. 20.

By The Chase Manhattan Bank, N.A.
London, Agent Bank

FIDELITY PACIFIC FUND S.A.
Incorporated Under the Laws of Panama
NOTICE OF ADJOURNED SESSION OF
ANNUAL GENERAL MEETING OF SHAREHOLDERS

Please take notice that an Adjourned Session of the Annual General Meeting of Shareholders of Fidelity Pacific Fund S.A. (the "Corporation") will take place at 10.00 am, at the Corporation's principal office, Pembroke Hill, Pembroke, Bermuda on November 22, 1990.

The following matters are on the agenda for this meeting:

1. Election of Five (5) Directors, specifically the re-election of the following Five (5) present Directors:
Edward C Johnson 3d
Charles M Callis
Charles A. Rosen
Henry G. Saggarman
H P van den Hoven
2. Review of the balance sheet and profit-and-loss statement of the Corporation for the fiscal year ended May 31, 1990.
3. Ratification of actions taken by the Directors since the last Annual General Meeting of Shareholders.
4. Ratification of actions taken by the Investment Manager since the last Annual General Meeting of Shareholders.
5. Consideration of such other business as may properly come before the meeting.

Holders of registered shares may vote by proxy by sending a form of proxy obtained from the Fund's principal office in Bermuda or from the institution listed below to the following address:

Fidelity Pacific Fund S.A., c/o Fidelity International Limited,
P.O. Box HM 670, Hamilton HM1C, BERMUDA

Holders of bearer shares may vote by proxy by sending the proxy and certificate of deposit to the address set forth in the preceding paragraph. Alternatively, holders of bearer shares wishing to exercise their rights personally at the meeting may deposit their share certificates, or a certificate of deposit therewith, with the Corporation at Pembroke Hill, Pembroke, Bermuda, against receipt therefor, which will entitle said bearer shareholders to exercise such rights.

Fidelity International Limited
(C1) Limited
• Fidelity HM CX
BERMUDA

Brown Brothers Harriman
(Luxembourg) S.A.
33 Boulevard Prince Henri
L-1722 LUXEMBOURG

Fidelity International Management Holdings
Limited
25 Lovell Lane
London EC2R 8LL
ENGLAND

All proxies (and certificates of deposit issued to bearer shareholders) must be received by the Corporation not later than 8.00 am on November 22, 1990, in order to be voted at the meeting.

BY ORDER OF THE MANAGEMENT
Charles T. M. Callis,
Secretary

CORRECTION NOTICE**Issue of up to U.S. \$75,000,000**

SPAREKASSEN SDS
sds

Sparekassen SDS

(A savings bank established under Danish Banking Law)

Floating Rate Capital Notes due 1991
U.S. \$40,000,000 having been issued as the initial tranche and U.S. \$20,000,000 having been issued as a subsequent tranche

For the period from November 7, 1990 to February 7, 1991 the Notes will bear interest at 8.20313% per annum. U.S. \$2,096.36 will be payable on February 7, 1991 against Coupon No. 20.

By The Chase Manhattan Bank, N.A.

CHASE

Daiwa House soars by 50%

By Ian Rodger

PRE-TAX profits of Daiwa House Industry, Japan's second largest house builder, soared 50 per cent to Y43.1bn (US\$310.4m) for the half year ended September 30. This was 17 per cent higher than the HK\$2.07bn recorded in the same period last year.

Turnover increased by 14 per cent to HK\$7.86bn, helped by a 19 per cent rise in income from international telephone calls and a 26 per cent rise in the volume of facsimile transmissions.

The results were boosted by a 20 per cent drop in taxation from HK\$281.4m in the first six months of last year to HK\$224.8m.

Net income jumped 45.1 per cent to Y81.8bn.

The company is forecasting pre-tax profit for the full year of Y85bn, up 41 per cent.

**COMPAGNIE BANCAIRE
FR 800,000,000
FLOATING RATE NOTES DUE
1997**

For the period November 8, 1990 to December 13, 1990 the rate has been fixed at 10% P.A.

Next payment date: December 13, 1990

Coupon nr: 1

Amount: FRF 97,22 for the denomination of FRF 10,000,000

FRF 97,22 for the denomination of FRF 100,000,000

The Principal Paying Agent
SOCIETE GENERALE
ALSACIENNE DE BANQUE
15, avenue Emile Reuter
LUXEMBOURG

SHEARSON LEHMAN HUTTON HOLDINGS INC.

(Incorporated in Delaware)

US\$500,000,000

Floating rate notes due 1991

For the three months
9 November, 1990 to
11 February, 1991 the notes
will carry an interest rate of
8.74% per annum and interest
payable on the relevant interest
payment date 11 February, 1991
at amount to US\$213.78 per
US\$10,000 note.

Agent: Morgan Guaranty
Trust Company

JPMorgan

SAVE & PROSPER FAR EASTERN FUND S.A.

(IN SHAREHOLDERS VOLUNTARY LIQUIDATION)

NOTICE IS HEREBY GIVEN THAT:

Following the Extraordinary Meeting of Shareholders held on 25th October 1990, a Special Resolution of Save & Prosper Far Eastern Fund S.A. ("the Corporation") was duly registered at the Public Registry of Panama on 7th November 1990. As a result, the Scheme of Arrangement detailed in the letter to shareholders dated 8th October 1990 became effective.

Scheme of Arrangement

At the close of business on 7th November 1990, the assets and undertakings of the Corporation, were transferred to Fleming Concord Fund Limited ("the Concord Fund"), in consideration for which Shareholders of the Corporation were issued shares in the Far Eastern Class of the Concord Fund on the following basis:

for each share in the Corporation - one participating redeemable preference share in the Far Eastern Class of the Concord Fund.

The Concord Fund is an umbrella fund registered in Jersey, Channel Islands offering five different classes of shares with differing investment objectives to suit the various needs of investors as follows:-

Fleming Concord Fund European Class
Fleming Concord Fund Far Eastern Class
Fleming Concord Fund North American Class
Fleming Concord Fund Sterling Bond Class
Fleming Concord Fund UK Growth Class

There is no material difference between the investment objectives of the Far Eastern Class and the Corporation except that the Concord Fund is Sterling-denominated and consequently the Manager will, when appropriate, hedge currency risks.

Holders of shares in the Far Eastern Class of the Concord Fund are able to switch into other classes easily and at minimal cost. A particular feature of the Concord Fund is that each class receives investment advice on location from the world-wide network of Flemings' offices.

In order to receive a copy of the Prospectus of the Concord Fund, please write to Robert Fleming Management (Jersey) Limited, P.O. Box 73, Queen's House, Don Road, St. Helier, Jersey JE4 8PN, Channel Islands.

Bearer Arrangements

Those shares in the Far Eastern Class of the Concord Fund attributable to the former holders of bearer shares in the Corporation are presently held to the order of the Joint Liquidators of the Corporation.

Although the issue of bearer shares by a Jersey registered Company is not permissible, former holders of bearer shares in the Corporation may have their shares registered in the name of the beneficial holder or may consider taking advantage of the Nominee Service offered by the Manager of the Concord Fund, Robert Fleming Management (Jersey) Limited. Nominee holdings are registered in the name of the Manager with an individual designation in respect of each beneficial owner, dividends on such holdings being automatically reinvested in further shares.

In order to claim an entitlement to shares in the Far Eastern Class of the Concord Fund, former holders of bearer shares in the Corporation must send their old share certificates and coupons to Robert Fleming Management (Jersey) Limited, P.O. Box 73, Queen's House, Don Road, St. Helier, Jersey JE4 8PN, Channel Islands. Payment of dividends against presentation or tender of dividend coupons will constitute absolute proof of the discharge by the Joint Liquidators of the Corporation of their liability therefor.

Dividend
A dividend of US\$0.01275 per share has been declared, such dividend being the last dividend payable by the Corporation.

In order to receive the dividend, former holders of bearer shares must submit Dividend Coupon No. 9 to the office of Robert Fleming Management (Jersey) Limited, P.O. Box 73, Queen's House, Don Road, St. Helier, Jersey JE4 8PN, Channel Islands. Payment of dividends against presentation or tender of dividend coupons will constitute absolute proof of the discharge by the Joint Liquidators of the Corporation of their liability therefor.

Robert Fleming Management (Jersey) Limited.
after 8th November 1990

1990/150

ABRIDGED INTERIM REPORT

for the six months ended 30 September 1990

Turnover

19% increase; beer volume growth 11%

Profit after taxation

Up 17% to exceed R300 million

Earnings per share

Improvement of 21% to 80 cents

Dividend per share

Interim increased by 20% to 30 cents

Prospects

Disposable income will remain under intense pressure well into 1991 and there is little likelihood of meaningful relaxation in the current restrictive fiscal and monetary policies in the medium term. These factors, coupled with a volatile socio-political environment, will certainly moderate the rate of profit growth in the months ahead. Nevertheless, a reasonable improvement in earnings should still be attainable for the year as a whole.

INTERIM DIVIDEND

The Directors have declared an interim dividend on the ordinary shares of 30.0 cents per share (last year's interim dividend 25.0 cents per share) on account of the year ending 31 March 1990.

The dividend is declared in the currency of the Republic

DOING BUSINESS OVERSEAS DOESN'T HAVE TO BE A FOREIGN EXPERIENCE. LEARN HOW TO DO IT RIGHT ON NOV. 15-16.

On Nov. 15-16, The World Trade Institute at The World Trade Center New York, is holding an important seminar entitled: "Business Diplomacy: Gaining The Global Edge."

The cost is \$695, and it could be one of the smartest investments you'll ever make.

Because if you're not familiar with the nuances of doing business overseas, it could cost you.

And not just money:

This two-day comprehensive program will teach you how to work effectively with your counterparts abroad.

How to understand the cultural subtleties that can make or break a business relationship.

How diplomatic responsibilities are delegated within foreign companies.

How essential information is communicated to all levels of the staff involved.

In addition, four vitally important geographic regions will be covered in detail: the New Europe & the USSR, North & South America, the Middle East & Africa, Asia & the Pacific Rim.

Each of these areas will be examined under 10 "Steps For Success" - specific and practical mandates for dealing with foreign clients by a panel of experts.

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Because what you'll learn here, will help you over there.

To register: (212) 466-4044.

For information: (212) 466-2108.



DIVIDEND NOTICE FIDELITY PACIFIC FUND S.A. (Incorporated in Panama)

Payment date: November 22, 1990
Ex dividend date: November 1, 1990
Amount per share: USD 0.15
Coupon Number: 20

The above Fund has declared a dividend of 15 US cents to shareholders on record date of October 31, 1990.

Holders of BEARER CERTIFICATES should note the following: Coupon Number 20 is the final coupon remaining on the certificates in issue and the fund is requesting that all certificates be returned to the Paying Agent to allow a replacement certificate to be issued in the name of the shareholder.

All coupons should be returned together with the share certificate to the undelivered address, with delivery instructions for the mailing of the new certificate.

PAYING AGENT:
BANKERS TRUST LUXEMBOURG SA
P O BOX 807
14 BOULEVARD F D ROOSEVELT
LUXEMBOURG
or alternatively
Fidelity Investments (CI) Ltd
40 Esplanade
St Helier
GB Jersey, Channel Islands.

U.S. \$200,000,000

Indian Oil Corporation Limited
(Established under the Companies Act, 1956 of India)

Guaranteed Floating Rate Notes Due 1994
Unconditionally and irrevocably guaranteed
as to payment of principal and interest by

India

Acting by its President

Interest Rate	8 1/4% per annum
Interest Period	6th November 1990 5th May 1991
Interest Amount per U.S. \$10,000 Note due 5th May 1991	U.S. \$414.79
Credit Suisse First Boston Limited Agent Bank	

All these securities having been sold, this announcement appears as a matter of record only.

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November, 1990

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CITIZEN WATCH CO., LTD.

U.S.\$200,000,000

4 1/2 PER CENT. NOTES DUE 1994 WITH WARRANTS

ISSUE PRICE 100 PER CENT.

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Paribas Capital Markets Group

Sanyo International Limited

Société Générale

Tokyo Securities Co. (Europe) Limited

Mitsubishi Trust International Limited

Julius Baer International Limited

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New Japan Securities Europe Limited

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Takugin Finance International Limited

Wood Gundy Inc.

INTERNATIONAL CAPITAL MARKETS

Autumn Statement fails to provide clear direction

By Deborah Hargreaves in London and Karen Zagor in New York

GILT-EDGED securities were little moved by the UK chancellor's Autumn Statement yesterday which failed to provide any clear direction for the market.

"The figures in the statement are more credible, but they aren't new, and the government has lost a lot of credibility with the market in the past because of its wildly optimistic forecasts on the economy," one UK economist said yesterday.

Investors had been expecting the increase in the public sector borrowing requirement (PSBR), but the stronger figure had a beneficial effect on the bond market.

Confirmation that the UK economy is in recession and the low growth forecasts for the rest of this year and next year are encouraging to gilt buyers.

But offsetting this good news was the statement that inflation had not reached its peak.

GOVERNMENT BONDS

BENCHMARK GOVERNMENT BONDS

Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
UK GIILTS	13.500	09/92	103-06	+0.02	11.49	11.79
	9.000	03/90	85-24	-0.02	11.33	11.36
	9.000	10/98	84-19	-0.02	10.94	10.93
US TREASURY *	8.750	08/90	101-12	+0.02	8.69	8.75
	8.750	08/90	100-27	+0.02	8.70	8.93
JAPAN No 119	4.800	04/90	84-0111	-0.365	7.91	7.84
No 120	6.000	03/90	93-3675	-0.411	7.57	7.51
GERMANY	9.000	10/90	98-5200	-0.300	9.08	9.06
FRANCE BTAN	9.000	11/95	95-3670	-0.143	10.18	10.29
OAT	9.000	03/90	88-7100	-0.280	10.34	10.48
CANADA *	10.500	03/01	98-0500	-0.350	10.81	10.97
NETHERLANDS	8.250	11/90	100-1600	-0.120	9.22	9.16
AUSTRALIA	13.000	07/90	101-2090	+0.221	12.77	13.38

London closing, * denotes New York morning session
Prices: US, UK in 32nds, others in decimal
Yields: Local market standard

Technical Data/ATLAS Price Sources

Source: Financial Times

Chicago exchanges near to Globex deal

By Deborah Hargreaves

CHICAGO'S two main futures exchanges could finalise their agreement with Reuters on the Globex electronic trading system in the next 30 days, according to Mr Leo Melamed, chairman of the executive council of the Chicago Mercantile Exchange. This will pave the way for the much-delayed Globex to start up in the quarter of next year.

Reuters recently said there will be no delay to the start of Globex because of a hold-up to its Dealing 2000 project - the prototype for the futures system. Mr Melamed said he does not mind so much about a delay as long as he is sure the system has been tested to its maximum capacity.

The exchanges have recently completed the first round of testing on Globex which included 114 terminals in London, Chicago, New York and Tokyo. In December, more terminals will be included in the network and 60 days prior to the launch, the exchanges will test Globex with a mock trading market.

One of the problems holding up Dealing 2000 is Reuters' inability for broken trades - this does not affect the futures system since the clearing house will stand as the intermediary.

In addition, the exchanges are setting up a Globex control centre which will be on call for 24 hours to sort out problems relating to the system. It will be able, for example, to remove individual bids and offers from the system if a participant calls in with a local problem.

Mr Melamed said that once the agreement between Reuters and Chicago's exchanges is complete, negotiations could re-open with other exchanges looking to come on to the system. He believes the New York Mercantile Exchange will be the first to sign up, following France's Matif which has already joined the system.

Globex has encouraged Chicago's two exchanges to work more closely together although officials from both exchanges pale at the suggestion of a full-blown merger. A committee has been set up to explore joint initiatives of which the most easily achievable will be a joint international marketing campaign and a link-up on technical development.

The move towards common clearing is much more complicated and will take more than a year to work out, Mr Melamed believes. In addition, the CME is talking to the Chicago Board of Trade about possibly renting some of its extra trading space to the crowded CBOT.

CBOE may lose S&P products

By Barbara Durr
in Chicago

THE Chicago Board Options Exchange (CBOE), the world's largest options market, faces the loss of its two most widely used products, the Standard & Poor's 100 and 500 stock index options due to a legal dispute.

S&P, owned by McGraw-Hill, filed a lawsuit on Wednesday charging that the CBOE had "materially breached" its 1983 licensing agreement for use of the S&P indexes. A committee asked the court to terminate its agreement with CBOE on 7 December.

As an alternative, S&P asked the court to rule that the licensing agreement does not extend to financial instruments other than the exchange's traded options products agreed in 1983.

It is also seeking an injunction prohibiting the CBOE from interfering with S&P's business activities.

The S&P 100 and 500 stock index options are considered the CBOE's lifeblood, accounting for 60 per cent of the exchange's total volume.

The dispute is over the right to market securities and debt instruments that offer returns based on movements in the S&P indexes.

The CBOE claims it has that right from the 1983 agreement, S&P says it does not.

The row came earlier this year after the CBOE threatened litigation over a \$110m issue of Danish bonds which were to pay interest in relation to the S&P 500 index. The underwriters withdrew the offering because of the legal dispute.

S&P said because of the problem over Denmark's bonds the "CBOE has diminished and/or jeopardised Standard & Poor's rights in the indexes and service markets and has confused and misled the public".

As a result, S&P says it has suffered severe harm to its reputation and impairment of its licensing business.

Four live in

By Simon London

AFTER several months of private negotiations, standardisation and increased testing, the task of launching and currency conversion is down.

Once again, the bond market is the latest sign of the times, totalling \$550 billion.

However, the paper continues to be held up by triple-A ratings, a market war, corporate credit.

The biggest change came from the SF2000 lead manager, Corporation.

The paper of 70 percent and another 10 percent.

Another reason is on the market's support of European Investment with a \$10 billion Union Bank of Switzerland.

Banknotes US Dollars, US Maturity, US FRANC, World Bank, Kankaku Control, Electric, Euro, Asian, VEN, Kuban.

Private placement, Pay Loc, Put option, 31/12/90.

J.P. Morgan, By Stephen Fidler

J.P. MORGAN commercial bank, Latin American finance group.

The unit will advise, finance and merge, expects to work with Morgan's third division, European office.

Mr Carlos, transferred from head of the branch.

INTERNATIONAL CAPITAL MARKETS

Four Swiss franc deals liven sluggish trading

By Simon London

AFTER several days of buoyant new issue activity, the primary international bond markets ground almost to a standstill yesterday.

Market participants cited increased tensions in the Gulf and the lack of interest rate and currency swaps opportunities as the reason for the slowdown.

Once again, the Swiss franc bond market showed the greatest sign of life with four issues totalling SFr550m.

However, the fixed-rate sector continue to be dominated by triple-A rated borrowers in a market wary of deteriorating corporate credit quality.

The biggest deal of the day came from the World Bank, a SFr200m five-year issue, lead managed by Swiss Bank Corporation.

The paper carried a coupon of 7% per cent and was priced at 101 1/4.

Another issuer capitalising on the market's appetite for supra-national paper was the European Investment Bank, with a SFr100m offering via Union Bank of Switzerland.

The six-year paper also carried a coupon of 7% per cent and was priced at 101 1/4.

At the longer maturity, Electricité de France came with an unusual 15-year SFr100m deal, with a French government guarantee, also through UBS.

In the shadow of the Gulf crisis, most issuers have been

spreads have tightened by about 5 basis points this week.

However, a marked improvement has only been seen in top-quality sovereign and agency names, and in benchmark issues.

Although some corporate issuers are trading at historically wide spreads to equivalent US Treasury bonds, European investors are showing no interest in picking up cheap bonds.

However, some US funds have bought cheap Eurobonds, which has helped almost eliminate the yield differential between the US and the Eurobond market.

• Chrysler, the US motor manufacturer, has securitised \$1.3bn of automobile receivables in a bond issue in the US market through Merrill Lynch Capital Markets, Reuters reports from New York.

They carried a coupon of 8.65 per cent and were priced to yield 8.743 per cent or 110 basis points over the two-year Treasury note.

The securities have an average life of 1.82 years.

INTERNATIONAL BONDS

content to follow investors towards the shorter maturities. The paper carries a coupon of 7% per cent and was launched at 101 1/4.

Both the World Bank and the European Investment bank deals were quoted at less 1%, just within full fees of 1%.

The Electricité de France deal traded at less 2 1/4 bid, again just inside full fees of 2%.

In the secondary market, buying of Eurodollar bonds appears to have picked up, particularly at the longer end of the yield curve, where yield per cent.

The securities have an average life of 1.82 years.

New issuers queue for French tax exemption

THE trickle of international companies raising subordinated debt in French francs could turn into a flood, following a ruling by French tax authorities which clears the way for cheap equity funding, writes Simon London.

The authorities ruled in early October that coupon payments made on repackaged perpetual floating-rate note issues could be treated as tax deductible. Until now such issues had to be individually cleared by the tax authorities. The blanket tax exemption could exceed FF15bn, according to market sources.

Under the repackaged FRN structure, the borrower issues nominally perpet-

ual notes and endows the funds to a trust, which holds the notes and uses a portion of the funds raised to purchase zero-coupon bonds. On maturity, usually after 15 years, the zero-coupon bonds generate the money which meets redemption payments.

The instrument is doubly advantageous to French companies because they can account for the subordinated debt as an equity equivalent.

Some overseas companies are also looking at the structure. In June, Cadbury Schweppes, the UK confectionery and soft drinks concern, raised

FF1.6bn through a similar structure to fund its acquisition of Perrier's carbonated soft-drinks business. Although structured as a subordinated loan, rather than an issue of notes, the capital ranks as equity for Cadbury's French subsidiary, although not for the UK parent company.

Coupon payments, however, are deductible against French tax exposure.

The biggest obstacle to further issuance is finding international companies with a large enough tax bill against which the coupon costs can be offset.

Fighting starts over futures pits' direction

Barbara Durr examines the campaign to be chairman of the Chicago Board of Trade

THE election campaign for a chairman of the Chicago Board of Trade, the world's largest futures exchange, began this week. The fight over where the exchange goes from here promises to be exciting.

Faced with stiffening world competition, the challenges of new technology and a poor public image, the CBOT needs strong leadership.

The two candidates, current chairman Mr William O'Connor and challenger Mr Patrick Arbor, a board member, offer strongly contrasting visions of the CBOT in the 1990s.

Mr O'Connor has won the recommendation of the CBOT's nominating committee, which endorses a slate of candidates for the exchange's top posts, although being officially nominated is no guarantee of victory.

A partner in a futures brokerage firm, O'Connor & Co, he represents the traditional and conservative leadership of the CBOT. He enjoys the advantages of incumbency, though he became chairman only last August after Mr Karsten Casel Mahmann resigned in the wake of an embarrassing collapse of his firm Stotier.

He is a bluff, shrewd man, who started trading grain futures at the CBOT in 1955.

He describes himself as "a floor man", though he had to give up the rough and tumble of the pits because of a partial loss of hearing.

Mr Arbor, and others contending for lesser posts will present petitions to be on the ballot.

The election, which is for two years instead of the usual one-year chairmanship, is

scheduled for December 12. Mr Arbor, an avid mountain climber, is the "new thinking" candidate.

Arbitrage and open to new ideas about how to operate the exchange, he is an independent trader who became a member of the CBOT in 1968.

He has 13 years of experience in various CBOT posts, including a three-year stint on the board.

The campaign issue is the exchange's pressing need for floor space, particularly for the US Treasury bond pit which is badly overcrowded. The exchange's plans to introduce new contracts such as insurance next year will further cramp an already brimming trading floor.

Mr O'Connor wants to avoid a new building which would require mortgaging the CBOT's current headquarters, which it owns. He prefers leasing or perhaps sharing an unused trading floor at the Chicago

Mercantile Exchange, or leasing another unused trading floor at the nearby Chicago Board Options Exchange.

However, Mr Arbor is less averse to mortgaging the building and acquiring space. He warns that the CBOT's 60-year-old trading room is ripe for a breakdown, and promises a building plan within six months of being elected.

But he is also proposing other more revolutionary ideas on how to allow members to share in the "unrealised equity" of the CBOT building. He wants, for example, to explore schemes that would provide members some portion of the building's operating revenues.

Regarding greater international competition, both candidates see the need to bring the CBOT closer to the CME to present a more united front to the world.

Chicago is deeply worried about its decreasing world share of futures trading.

The two exchanges are working together on developing a hand-held trading card and will co-operate on the new after-hours electronic trading system known as Globex, which is being developed by Reuters.

Patrick Arbor: the "new thinking" candidate

Mr O'Connor says his emphasis will be on developing new futures products. He pledged the proposed New Insurance contract would be launched with his full backing.

Both candidates, while harbouring doubts about the success of the Globex system, support joining the CME in this project and other technological innovations. Neither believes Globex yet threatens open outcry trading. Mr Arbor can take pride in the fact that he supported going in with Globex long before others. Negotiations between the two exchanges on a new contract with Reuters are well under way.

The remaining big difference between the two candidates is how to repair the CBOT's besmirched image. The precipitous collapse of Stotier after running short of capital last July did not help the exchange, which saw 24 of its members indicted in 1989 following the undercover probe by the Federal Bureau of Investigation.

Mr O'Connor's first move as chairman was to create a new financial compliance committee that has the authority to examine a member firm's capital and request information on capital from its parent firm. He says: "We cannot afford to have another Drexel or Stotier."

He believes that the CBOT's silence during the indictments and Stotier scandals was wrong and helped foster the idea the exchange had something to hide. He says he will try to improve the exchange's image by being more open and talking directly to the public.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
Kia Motors(b)♦	30	(b)	100	1995	-	Bayerische Lbank
SWISS FRANCS						
World Bank(a)♦+*	200	7 1/2	101 1/4	1995	-	SBC
Katolik Co.(a)♦+*	140	8	100	1994	-	UBS
Electricité de France(c)♦	100	7 1/2	101 1/4	2008	-	UBS
European Inv.Bank(d)♦+*	100	7 1/2	101 1/4	1998	-	UBS
YEN						
Kubota(a)♦+*	200	7%	101	1994	1 1/2%	Japan Europe

**Private placement. ♦Convertible. +With warrants. *Floating rate notes. ♠Final terms. a) Non-callable. b) Coupon pays Libor + 12.5bp. Puttable at end of year 3. c) Callable after 10 years at 101 1/4%. d) Callable after 5 years at 101 1/4%.

Put option 31/5/93 at 103 1/4% to yield 9.001%.

♦Payable 31/5/93 at 103 1/4% to yield 9.001%.

Provision cuts Bellway to £11m

By Clare Pearson

BELLWAY, the Tyneside-based housebuilder, is proposing to maintain its dividend for the year to end-July after slightly increasing profits before exceptional items for the period from £18.05m to £18.25m.

However, a £7.14m exceptional provision against its land bank in the south of England reduced profits at the pre-tax level to £11.11m (£17.02m).

On maintained unit sales, turnover edged up to £126.23m (£118.13m). But the company suffered an erosion of margins during the second half as conditions in the housing market worsened. A same-again final dividend of 7p makes an 11p total. Earnings fell to 30.5p (41.2p).

Mr Alan Robson, finance director, said Bellway was in a strong financial position with no borrowings and £3.7m cash in the bank.

Mr Kenneth Bell, chairman, said the north-east business made an "outstanding contribution" but in the south, sales "have been and will continue to be poor." He said that owing to the length of the develop-

ment cycle, margins would remain low for the current year even if there were a sudden resurgence in buyer confidence.

• COMMENT

With these results Bellway added its voice to the chorus proclaiming it will be a very long, hard slog through to the next upturn in the housebuilding business. Bellway's second-half margins, comparing profits before exceptional charges with sales, fell by 5 percentage points and the company is not expecting any improvement on this for the current year while it is also factoring in lower turnover. Even without a further above-the-line provision, pre-tax profits may be no bigger than this year's, cutting the shares on a prospective price of about 8.5. That may not look particularly cheap for the sector but Bellway has many strengths. Chief among these is its balance sheet but it also boasts an attractive geographical spread — making a good kind of share for those looking forward to the next turn in the cycle.

Foseco 'has lost its way' says Burmah bid paper

By Andrew Bolger

BURMAH CASTROL, the lubricants, fuels and chemicals group, yesterday described as dismal the investment and profits performance of Foseco, the UK speciality chemicals and abrasives producer for which it is making a hostile bid of £236.6m.

In its formal offer document Burmah said that the cash offer of 275p per share was generous in the light of Foseco's poor prospects. Foseco shares yesterday were unchanged at 278p, suggesting that a higher offer is likely to be necessary to win control. Burmah shares closed 16p lower at 446p.

Mr Lawrence Urquhart, chairman and chief executive of Burmah, said: "Foseco as an independent company has lost its way. In spite of expensive restructurings, Foseco has failed to deliver to its shareholders, and its prospects

under current management remain poor."

Foseco responded: "Burman's arguments are largely based on highly selective extracts from Foseco's accounts. As most of them are out of the archives, they have little or no relevance to the value of Foseco today."

The Burmah offer is a totally unconvincing attempt to deprive Foseco shareholders of the future benefits of their shareholdings at a price that owes everything to short-term political and economic circumstances."

Burmah said that during the 1980s, Foseco's results had been disappointing and its performance as an investment poor. Adjusted for inflation, Foseco shareholders had lost 39 per cent of the value of their investment in the last 10 years and 32 per cent in the last five.

Worms at the heart of the paper group?

John Thornhill on who would control the merged WTA/Arjomari

YESTERDAY'S proposed merger between Wiggins Teape Appleton of the UK and Arjomari-Prioux of France had analysts on both sides of the Channel scratching their heads and reading the fine print in an effort to work out the implications of the complex deal.

"Who ate whom? It is not easy to tell," said Mr Alain Kerven, analyst at Paris stockbroker Sellié.

On the face of it, it appeared that WTA was the dominant player. It would swallow Arjomari assets and take effective management control of the combined business. And it

industrial benefits and would neatly solve WTA's strategic uncertainties which were created at the time of its demerger from BAT Industries earlier this year.

At that time WTA believed it was caught on the horns of a strategic dilemma: it was too small to be a big commodity player in the paper industry and too big to be a small niche operator.

"When we were demerged from BAT we sat down and discussed how we were going to survive in our pond. We could either have gone after the big fish in newsprint or we could focus on the high value-added sectors and become a bit fish ourselves," Mr Stephen Walls, WTA's chief executive, said yesterday.

But a closer reading of the financial structuring of the deal suggested to many that Arjomari and, in particular, its controlling shareholder, Saint Louis, and in turn its controlling shareholder, Worms et Compagnie, would emerge as the dominant figures in the new venture, even if they remained in the background.

The WTA management would be very much in control of the day-to-day running of the company but to what extent the various French companies would exercise influence behind the scenes remained unclear.

Whatever the gloss put on the financial aspects of the deal, analysts were agreed that the merger had undoubtedly

businesses in these markets, and the combined group will also gain a good position in the Netherlands, Italy and Spain. Furthermore, WTA will now have the ability to market Arjomari's products in North America.

"It is quite remarkable fit," Mr Walls said.

European paper companies

1989 Sales

	(\$bn)	0	2	4	6
Stora-Feldmühle					
SCA/Reedpack					
WTA and Arjomari combined					
Modo					
Smurfit					

Source: Publ and Paper International

The merger will give the combined company a unique profile within the paper industry as it will firmly entrench the business in the merchanting and distribution ends of the market.

Most of the other big European paper companies are clustered closer to the commodity end of the market.

Mr Walls believes that merchanting will become vital for the future of the industry. "Merchanting is an absolutely crucial activity with almost two-thirds of the industry in the hands of the paper manufacturers," he said.

WTA estimates that the total paper merchanting market in the EC is worth about £25bn and believes that after the deal is completed for about £12bn of this. The next biggest player

— Stora-Feldmühle — would have about 10 per cent of the market.

"Most of the other major players in Europe are going to feel very uncomfortable about this deal," Mr Walls said.

It is still possible that WTA's competitors will feel so uncomfortable that they may intervene to break up the proposed party.

Ever since its demerger, WTA has been seen as a possible takeover candidate and this latest move may flush out such a bidder.

The deal may also encounter difficulties in winning shareholder approval, especially if Wiggins Teape's shareholders are unclear of the extent of the merger's autonomy.

And it will also have to be approved by the regulatory authorities in Brussels, although WTA seems fairly confident that this will not pose a problem.

Mr Walls, at least, was in no doubt as to the benefits of the deal yesterday. "It creates an extremely powerful grouping which will be able to compete on a world scale," he said gleefully.

33% Increase In Net Assets Per Share

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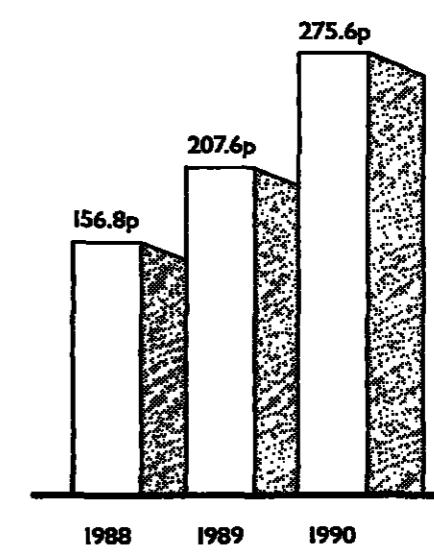
In accordance with the provisions of the Notes, notice is hereby given that for the six months period (181 days) from 9th November, 1990 to 9th May, 1991, the Notes will carry interest at the rate of 8 1/4% per cent. annum.

The interest payment date will be 9th May, 1991. Payment, which will amount to US\$417,93 per US\$10,000 Note and US\$2,089.67 per US\$50,000 Note, will be made against surrender of Coupon No.11.

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NET ASSETS PER SHARE

30th June



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UK COMPANY NEWS**Yale shares dive 34p on 22% profits fall to £20m**

By Clay Harris, Consumer Industries Editor

YALE and Valor, the security and home products group, blamed the weakness of the dollar and fewer housing starts in the US and the UK for a 22 per cent decline in pre-tax profits from £25.9m to £20.3m in the six months to September 30.

Sales slid by 12 per cent to £179.6m (£203.9m). The interim dividend is being maintained at 3.9p, despite a 17 per cent fall to 11.28p (13.65p) in fully diluted earnings per share.

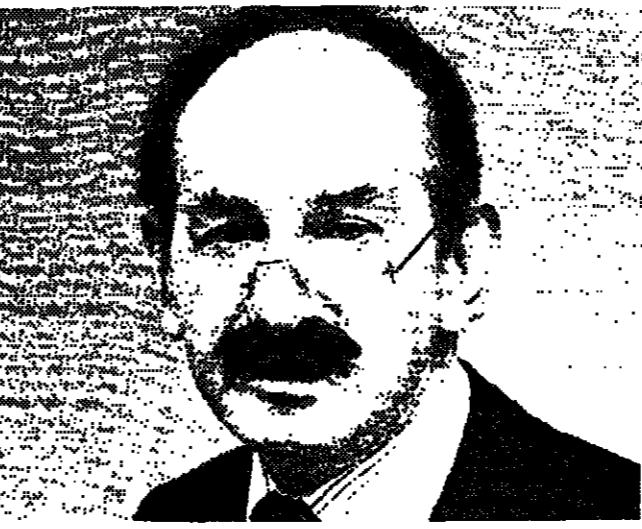
Yale's shares lost more than a sixth of their value yesterday, closing 34p lower at 158p. Mr Michael Montague, chairman, said orders from the Middle East "virtually dried up in mid-August" and were showing no signs of recovery. Kuwait alone was Yale's single largest export market for electric showers.

The group's Italian locks plant, which exports two-thirds of its production to the Middle East, had also sent home 100 of its 300 employees until business picks up.

Fall-out from tension in the Gulf had also depressed demand in the US and UK, with business taking a sharp downturn in August and September, Mr Montague said. But he predicted that recovery could swiftly follow a resolution of the crisis.

"We want to see the other side of what is now the shooting war and may be the shooting war," he said.

The company had put a cost-cutting programme into effect in August, with contingency plans ready if further cuts were needed. Worldwide, it had eliminated 500 of 7,500 jobs. However, Mr Montague said new product development and



Michael Montague - Middle East orders have dried up

• COMMENT

Yale is almost entirely dependent on consumer and building products and made 73 per cent of its operating profits in the US last year. It is hard to imagine a worse economic outlook for the chairman to mull over in his incomparable manner. One small consolation is that Yale never proceeded with a plan to build a shower factory in Kuwait. However, unless peace and prosperity break out overnight, full-year pre-tax profits are likely to dip by a quarter to £42.5m, which is lower even than the 1988-89 result. This puts the shares on a prospective fully diluted yield of 6.6, compared with a yield of 8.5 per cent, assuming an unchanged final dividend. Yale has a strong balance sheet and will take off when the recovery comes.

capital investment to improve efficiency were sacrosanct.

He said exchange rate changes had accounted for about half of the reductions in turnover and operating profits, which fell by 29 per cent to £21.1m (£29.6m).

The pre-tax figure suffered proportionately less because interest payable declined to £900,000 (£3.8m).

NuTone, Yale's US built-in domestic appliances subsidiary, retained its leading share of a declining market but resisted pressure to cut prices.

"Some of the business we haven't done, we haven't done because we wouldn't do it," Mr Montague said.

UK housing starts were likely to be at a nadir at 10,000 a month, he said. The security business was experiencing mixed fortunes, depending on the strength of local economies.

The company had put a cost-cutting programme into effect in August, with contingency plans ready if further cuts were needed. Worldwide, it had eliminated 500 of 7,500 jobs. However, Mr Montague said new product development and

GPA advances 22% to \$140m and expects further growth

By Paul Betts, Aerospace Correspondent

GUINNESS PEAT Aviation (GPA), the world's leading aircraft leasing group, yesterday reported a 22 per cent increase in net profits from \$11.8m to \$140.3m, or £11.64m, for the six months to September 30.

The Shannon-based group said it was still expecting to report further growth in the second half despite the increasing uncertainties clouding the aviation industry. Financial analysts are estimating year-on-year profit growth for GPA of between 20 and 30 per cent.

Mr Maurice Foley, vice-chairman and group president, said it was extremely difficult to predict the short-term future for the aviation industry, but he felt demand for air travel and aircraft would remain sustained in the longer term.

Nonetheless, GPA has scaled back its longer-term forecasts for the aviation industry. It now expects a requirement for about 7,000 new aircraft during the next 10 years compared with its forecast made before the Gulf crisis of 7,600 aircraft for the decade.

Concern has been growing in the industry that aircraft leasing companies could suffer from the combination of the developing bank credit squeeze on aircraft financing and the financial pressures facing airlines as a result of soaring fuel costs and the threat of a general economic recession.

However, demand for new

fuel-efficient aircraft meeting the new European and US noise and environmental norms is expected to continue to remain strong, while the market for older jet aircraft built before 1975 is likely to be severely hit.

GPA currently has 280 jet and turbo-propeller aircraft on lease to 83 airlines throughout the world. It is due to take delivery of about 90 additional aircraft next year. Overall it has 700 aircraft on order, including options.

The group's revenues increased by 17 per cent to \$95.5m in the period under review. The company said shareholders' funds were \$98.5m and the value of the assets under the management was \$4.5bn at the end of September. Borrowings at the end of September totalled \$1.8bn with interest charges averaging 9 per cent.

GPA executives said the group had not taken any decisions on floating the company on the Stock Exchange.

NEWS DIGEST**Further decline at Welpac**

In THE six months to July 31, Welpac, the USM-quoted hardware, DIY and electrical products, packaging and lighting manufacturer, has again seen pre-tax profits fall from £124.871 to £90.117 after the 37 per cent drop to £364,000 it reported for the year to January 31.

However, the company said it was satisfied with the performance during a difficult period for the UK economy and was confident of an improvement in its traditionally weighted second half.

Profits for the 28 weeks to September 7 rose from £1.03m to £1.19m on sales 24 per cent higher at £8.86m (£31.34m).

The interim dividend has been increased by 0.5p to 3p on earnings per share of 13.8p (11.5p).

Mr Roger Harvey, chairman,

receivable declined to £655 (£21,563).

After no tax (£43,705), earnings were up at 0.34p (0.31p) per share.

said the investment of nearly £500,000 in building another warehouse and setting up a temperature-controlled distribution division had also proved beneficial.

GRE formalises Sumitomo accord

Guardian Royal Exchange, the leading general and life insurer, yesterday announced it was formalising a long-standing co-operation agreement with Sumitomo Marine and Fire Insurance, Japan's fourth biggest non-life insurer, writes Richard Lapper.

The two companies will introduce insurance business to each other and co-operate over reinsurance and training. GRE has had informal links with Sumitomo for more than 20 years.

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of 16 123 390 South Deep shares which closed on Friday 2 November 1990 and which form part of the above issued ordinary share capital of South Deep, acceptances were received for 4 978 357 fully paid shares amounting to 30.99% of the offer. The remaining shares, being 11 145 033, will be taken up by the underwriters in terms of the underwriting agreement. South Deep share certificates will be posted to members on 9 November 1990.

9 November 1990

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MANAGEMENT

Establishing a business in the Kingdom of Saudi Arabia is not something to be taken lightly at the best of times, but the prospect of a Middle East war over neighbouring Kuwait has made even the most bullish investors pause for thought.

The Gulf crisis, however, has also underlined the growing economic importance of Saudi Arabia and its fellow oil states. Their dominance of oil supply is becoming more pronounced as oil reserves elsewhere decline.

International companies which can look beyond the next set of interim results are acutely aware that Saudi Arabia alone has a quarter of the world's oil reserves, and the whole Gulf region 70 per cent.

Populations in the Arab Gulf states are small. Saudi Arabia's native inhabitants number around 7m or 8m but they are growing fast and per capita income is among the highest in the world. Imported labour is relatively cheap, and there are no trade unions.

Companies investing in Saudi Arabia find advantages and disadvantages (tax holidays on the one hand and cumbersome bureaucracy on the other) which are typical of other markets. But they also encounter a conservative Islamic culture and a business environment which may be totally alien to them.

The government, with all its oil revenues, is the driving force in infrastructural development and major industrial projects, while a number of merchant families control most of the rest of trade and industry. Within these guidelines, Saudi Arabia can be described as a free market economy.

Financial incentives reserved for locally-controlled companies, together with the dominance of the merchant families, mean that the basic vehicle for investment in Saudi Arabia is the joint venture.

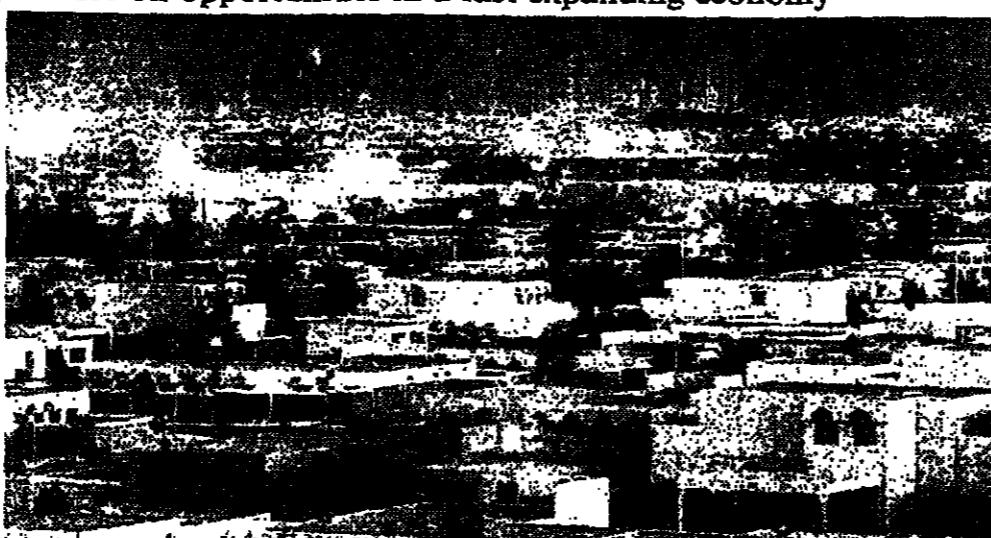
Everybody with experience of investment in Saudi Arabia repeatedly emphasises the importance of choosing the right Saudi partner and getting to know him personally, whether that means going on picnics in the desert, attending a feast known irreverently by expatriates as a "mutton grab", or simply drinking a lot of tea and coffee. However, cultural differences should not be over-emphasised, particularly when it comes to sophisticated western-educated businessmen.

As in any joint venture, a good partner will take a close

Doing business in Saudi Arabia

Why expertise and a partner are the prerequisites

Victor Mallet offers guidance on opportunities in a fast expanding economy



Jubail Industrial City in Saudi Arabia has seen billions of dollars of inward investment in petrochemicals plants in recent years

interest in the business and use his influence with government ministers or officials when required. A bad partner will want to enjoy his share of the profits while playing only a nominal role, and he may be obstructive if the business goes awry or has to be wound up.

Four years ago Metal Box (now CMB Packaging following the merger of the packaging interests of Carton and Metal Box) invested in Saudi Arabia because it found itself supplying large volumes of can ends to the Kingdom from outside and did not want to lose this healthy soft drinks market to anyone else.

"From the day we started digging it was nine months to bring production and one year to get our full production off the ground," says Ashok Kapoor of CMB, who is general manager of the National Factory for Can Ends Ltd (Naefel) in Jeddah. "I don't think we've done it as quickly anywhere in the world."

The initial investment was 130m Saudi riyals (£18m) and today the factory and its 170 employees produce 4bn cans a year.

Naefel is unusual in that the foreign share is lower than the usual 40 or 45 per cent, although, like many foreign companies, CMB has a management and technical consultancy agreement with its Saudi joint venture which improves its effective financial benefits from the operation. CMB has 16 per cent of the venture, with four leading Saudi trading houses - taking 21 per cent each. Naefel is widely regarded as one of Saudi Arabia's most successful joint ventures.

"We're kicking ourselves for not taking a bigger chunk of the equity," says Kapoor. He points to the advantages of Saudi Arabia, including a cheap loan for about half the initial capital from the Saudi Industrial Development Fund (SIDF), a 25-year lease in an industrial estate for next to nothing, and cheap electricity. Kapoor rejects claims that the shortage of demographic and economic statistics and the

amount of bureaucracy are insurmountable obstacles, but advises newcomers to hire local experts such as lawyers and architects who know how to deal with the authorities.

Above all, he says, an investor has to have something to offer in the way of technical or management skills. "Then [the Saudis] have got enough money," he says. "It's not money these guys are looking for."

Kapoor adds that Naefel is a private company and does not publish its results, but Kapoor says it is a success. "The local market did not perform as well as we had projected. But we used our capacity here to sell in export markets. We found we were able to compete on a worldwide basis."

Like CMB, BP Solar found itself exporting to the Gulf - in this case the product was solar electricity generation equipment - and decided to set up an SR7m factory to assemble its products in Riyadh in Saudi Arabia. The 49:51 partnership with Ahmad Hamad al-Gosabi, BP Solar's former agent, makes BP Solar Arabia a local company with better access than foreign com-

petitors to ministry projects; the uses for solar panels include power generation for telecommunications repeater stations and for aircraft warning lights on pylons in remote areas.

Saudi Arabia was seen as one of our larger markets within the whole of the Gulf area and the benefits provided by the SIDF made us select Saudi Arabia," says Stephen Back, the local company's general manager. The company has been producing since the start of this year following the granting of an industrial licence, commercial registration and agreement on an SIDF loan.

"You have to be prepared to be quite patient with the various pieces of paper they require," says Back of the SIDF procedure. "But he adds that the SIDF will help promote local businesses and that there are no problems provided the rules are followed. Roughly half the sales are exported and half are destined for the domestic market, although the Gulf crisis has made customers in the region put many of their civil investments on hold.

Many companies find that dealing with the SIDF and the bureaucracy to ensure import duty exemptions for local firms is particularly laborious. Companies must specify their import needs in great detail for each category of input for the year ahead. The Ministry of Finance wants the duty and the Ministry of Industry wants the exemptions," says one businessman in Dhahran. "It means you've got to have some fairly sleek operators to go and deal with the authorities."

Another complaint concerns the informal waiving of the system which is supposed to favour Saudi companies if they bid within 15 per cent of the price of competing imports. "We can't always guarantee that we get that advantage," says one joint venture manager in Riyadh.

Saudi Arabia, anxious to import technology and develop its non-oil industries, has long favoured "offset" - whereby companies winning contracts agree to make an investment in part-exchange. The best known of these arrangements involves the huge defence contracts signed with British

French and US suppliers, but the principle is widespread.

British Telecom, for example, is poised to make an undisclosed new investment in Saudi Arabia as part of an agreement reached when it won a SR761m contract three years ago to manage the King Fahd Offset.

Offset is often unpopular with foreign companies; they are usually supposed to benefit from streamlined investment procedures, but they tend to find that offset has simply added another layer to the bureaucratic process. Offset is nevertheless a price that sometimes has to be paid to win a contract. "The Saudis have been ripped off so many times that they are very cautious," says one expatriate businessman in Riyadh. "They want to have some hook into a foreign contractor so that instead of being bled themselves can bleed the foreigner of his expertise."

The Gulf markets, and Saudi Arabia in particular, are peculiar in several respects. Banks and construction companies were burned in the 1980s by unpaid debts. Statistical information is generally regarded as inadequate, and official population surveys are not published. Foreign companies must be aware of puritan Islamic sensitivities, especially in advertising.

"You can't even show someone washing their hair because it's a presupposition that she hasn't got any clothes on," says one businessman.

Saudi Government officials

and inexperienced company

employees are often terrified of

decision-making, and why for-

ignorant company represen-

tatives or their local partners

must persuade bureaucrats that not

taking a decision will be more

risky than taking one.

The skill lies in getting

what you want out of the country but getting it reflected back to you as if it was their idea," says one foreigner in Riyadh.

"Commissions" for major defence contracts may still apply - as they do elsewhere - but petty corruption is far less widespread than it was in the oil boom years of the 1970s.

"Companies should be taking a long-term view and employing the Japanese concept of where do they want to be in the year 2030," says Ian Alston, regional manager for British Telecom in Riyadh. "If one has confidence in one's product one has got to be prepared to accept the downside of the first few years."

Previous articles in this series were published on July 27 (Italy) and October 10 (France).

Management abstracts

Deadly waves that spell disaster. *J. Humphries in Computer Weekly (UK), July 5 90 (2 pages)*

Examines the evidence that suggests that electrical interference is a greater cause of spurious computer faults.

Among the organisations which have suffered are British Telecom, the Civil Aviation Authority and BP, an exploration oil rig of which went walk-about on the open sea after a mobile radio interfered with the computer which aligned the rig's position.

Improving working relationships. *B. Lusher in European Industrial Training (UK), Spring 90 (17 pages)*

A case history, in extraordinary detail, of a consultant-led, two-day workshop set up to improve the team success of, and the relationships between, an action-and-results-oriented personnel director in an unnamed consumer goods company and his four subordinates, for whom personal relationships were more of a priority.

Management of talent. *T. Hoogheemstra in European Management Journal (UK), June 90 (8 pages)*

Presents a framework for the successful management of talent. This includes formulae for competence profiling and for work climate in the immediate environment. The aim is to attempt to change the superficial basis on which many decisions about people are taken in organisations.

Explains why talented people often fail to meet organisational expectations because job requirements are unstructured and short-term criteria dominate selection procedures. Suggests how these faults can be corrected by competence profiling of people and jobs as a guide to a selection and future development. Offers a case study illustrating such an approach.

From national to European - how to make it happen? *H.K. Jakob in European Management Journal (UK), June 90 (7 pages)*

A vice-president of Jacobschmid, the Swiss confectionery maker, examines the need for business to Europeanise in preparation for the single market, advocates five crucial strategies - the development of Euro-networks, the appointment of Euro-working groups, the encouragement of Euro-mobility, the establishment of Euro-English (a functional language of international business communication), and the creation of a sense of corporate Euro-urgency.

These abstracts are condensed from the abstracting journals published by Arbor Management Publications. Licensed copies of the abstracts can be obtained at £1.50 each (including VAT and p+p); cash with order from Arbor, 67 Thiller Lane, Bradford, West Yorkshire BD8 8ET.

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Calm response to Major's statement

THERE WERE enough black clouds on both the domestic and international fronts to keep UK equities depressed throughout yesterday's session. However, a loss of 23 points on the FT-SE caused few tremors among market strategists and the market steadied at the close after the UK government's Autumn Statement to the House of Commons by Mr John Major, the UK chancellor of the exchequer.

The underlying stocks in the Footsie list were judged acceptable by equity market analysts, although they were slightly below the most optimistic City forecasts. Equities rallied very modestly following the Chancellor's speech and the FT-SE ended the day 23 points down at 3,036.2.

Sequoia volume increased from 373.7m shares on Wednesday to 423.1m yesterday. The institutions appeared to be cautious buyers again at the lower levels. Several of the larger securities houses said their trading books were noticeably weighted yesterday towards the buy side.

International stocks generally shed a few pence as the pound edged ahead at mid-session, but steadied later when sterling came back from the day's highs. A feature of this sector was

the trading statement from SmithKline Beecham, which had been identified as one of the most attractive defensive stocks in a corporate sector beset by problems on the domestic front. However, the shares turned down after the results as profits were taken. There was little market reponse, however, to third quarter results from BP and Shell, both swollen by abnormal stock profits reflecting the rise in crude oil prices.

On the brighter side, the market was encouraged by confirmation of one of its longest-running bid stories when Northern Telecom of Canada bid £1.9bn for STC, the UK electronics group. Also confirming market predictions was the news of a planned merger of Wiggins Teape Appleton with Arjomari of France.

although the UK equity sector was virtually closed when it was proved right. "The Autumn Statement was pretty much in line with our expectations," said Mr Richard Kersley from the economics team at Barclays de Zoete Wedd.

Raised forecasts of £200bn Public Expenditure in 1991/92 and of £180.bn for the current fiscal year were as expected and predictions of economic growth at 1 per cent this year and 0.5 per cent overall in 1991

were also a chance, albeit a slim one, given Northern Telecom's existing STC stake, that another bidder could emerge.

Speculation has singled out Alcatel, the telecoms subsidiary of Compagnie Générale d'Électricité. However, Mr Brian Newman of Henderson Crosthwaite was doubtful about another bid but said Alcatel may be tempted by the submarine cable arm.

Mr Newman added that Northern Telecom was likely to recover much of its costs from the sale of non-core businesses.

Telecom moves on STC

NORTHERN Telecom's agreed £1.9bn bid for STC ensured that the electronics group was the chief FT-SE 100 gainer on a gloomy day. The shares picked up sharply in early trading and held their 21½-point advance to close at 312½p on a turnover of 10m. The bid is conditional on completion of the ICL sale to Fujitsu.

The Northern Telecom deal means that shareholders will be able to receive at least 327p — the offer is 317p cash and a 10p dividend. Some analysts felt there was also a chance, albeit a slim one, given Northern Telecom's existing STC stake, that another bidder could emerge.

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Mr Newman added that Northern Telecom was likely to recover much of its costs from the sale of non-core businesses.

Oils steady

Slight disappointment with third quarter trading figures from Royal Dutch/Shell and British Petroleum left both shares with only modest falls in spite of the weakness of the overall market. The figures were at the low end of forecasts but, in view of increasing tensions in the Gulf, investors' attention is now focused on near-term prospects for oil producers than on third quarter figures, described by one analyst as "largely historical".

The substantial gains at net income level, from £652m to £1.09bn at Shell Transport, and from £220m to £856m before minorities at BP, included significant contributions from easily-recovered stock profits. After stripping out these factors, underlying performance was seen as uninspiring. Hopes in some quarters of an increased dividend from BP proved unfounded.

Both shares were easier ahead of their trading statements, and made little further move during the session. BP ended 4 off at 334p on moderate turnover of 4m shares, while Shell were also 4 down at 444p in lighter volume of 3.6m.

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1. BRITISH FUNDS (2) BUILDINGS (1)
2. ELECTRICALS (1) TRUSTS (1)
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2. BUILDINGS (2) CHEMICALS (2) STORES
3. HOTELS (2) INDUSTRIALS (2)
4. HOTELS (2) OILS (2) OVERSEAS TRADERS (2) TRUSTS (2) MINES (2)

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MOTORS, AIRCRAFT TRADES - Contd											PROPERTY - Contd											INVESTMENT TRUST - Contd											INVESTMENT TRUST - Contd											OIL AND GAS - Contd											MINES - Contd																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
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112	70 Allied Arms 100..	125	1.2	1.1	-0.1	100	1.0	1.0	1.0	1.0	113	80 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	114	81 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	115	82 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	116	83 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	117	84 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	118	85 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	119	86 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	120	87 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	121	88 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	122	89 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	123	90 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	124	91 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	125	92 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	126	93 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	127	94 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	128	95 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	129	96 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	130	97 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	131	98 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	132	99 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	133	100 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	134	101 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	135	102 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	136	103 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	137	104 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	138	105 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	139	106 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	140	107 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	141	108 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	142	109 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	143	110 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	144	111 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	145	112 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	146	113 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	147	114 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	148	115 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	149	116 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	150	117 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	151	118 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	152	119 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	153	120 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	154	121 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	155	122 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	156	123 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	157	124 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	158	125 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	159	126 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	160	127 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	161	128 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	162	129 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	163	130 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	164	131 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	165	132 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	166	133 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	167	134 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	168	135 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	169	136 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	170	137 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	171	138 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	172	139 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	173	140 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	174	141 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	175	142 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	176	143 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	177	144 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	178	145 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	179	146 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	180	147 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	181	148 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	182	149 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	183	150 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	184	151 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	185	152 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	186	153 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	187	154 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	188	155 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	189	156 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	190	157 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	191	158 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	192	159 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	193	160 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	194	161 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	195	162 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	196	163 Alfa Romeo 100..	125	0.6	0.6	0.6	0.6	0.6	197	16

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	1st	Cum.	Std.	Offer + or - Yield
Client	Price	Price	Price	Price - %
LWV Universal 510 mmo	\$0.63	\$0.65		
LWV Universal 5 Mmgs	\$0.63	\$0.65		
Matthewson E Penn.	\$0.74	\$0.79		
Matthewson S Penn.	\$0.80	\$0.80		

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Bid	Offer	Price	Yield	Bid	Offer	Price	Yield	Bid	Offer	Price	Yield	Bid	Offer	Price	Yield	Bid	Offer	Price	Yield	Bid	Offer	Price	Yield	
Durkley Management (Gibraltar) Ltd																								
Fifstar-Council Fund Mgmt (Gibraltar) Ltd																								
Hannover & S.R.L.	\$17.77	7.70																						
John Gavett Holdings International Ltd																								
Govt For East Inv	\$10,000	8,341	0.61%																					
Hannover Fund Managers (GIB) Ltd																								
Japan GTC	1,197.00	9,780.00	0.67%																					
Kelloggs International Mgmt Ltd																								
Kenya Fund Mgmt (Gibraltar) Ltd																								
Kitco Gold Fund																								
Lazard Fund Managers (GIB) Ltd																								
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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Gulf fears underpin dollar

THE DOLLAR gained ground against the D-Mark and the yen yesterday, supported by fears about war in the Gulf, but it finished well below the day's highs after US President George Bush said he was worried about an economic slowdown.

Mr Bush said that he wants to give sanctions against Iraq time to work, but is not ruling out any options in the Gulf. This followed Wednesday's warning on military action from Mrs Margaret Thatcher, the UK prime minister.

The US president also said that he is worried about the economy. "I want to be sure that to the degree a president can do something to soften the blow or to stimulate economic growth that he tries to do it."

This was taken as a hint of pressure on the Federal Reserve to cut interest rates again. A further easing of monetary policy is not ruled out at next week's meeting of the Federal open market committee, even though concern has been voiced about the weakness of the dollar.

Mr Pierre Beregovoy, French finance minister, said yesterday that he did not think the US had any lasting interest in a marked drop in the dollar. Towards the end of last month he wrote to Mr Nicholas Brady, US Treasury Secretary, sug-

gesting an early meeting of the Group of Seven to discuss the subject of the dollar. Mr Beregovoy claims that Mr Brady told him the issue should indeed be examined, but the market view yesterday was that an early meeting is unlikely.

The German Economic Ministry said it had no comment on the French call for a meeting, but earlier this week a Bundesbank board member seemed to indicate the German central bank was happy with the situation and had no reason to intervene if the Fed does not act. Bonn has also indicated that the effect of a weak dollar on the German economy should not be overestimated.

At yesterday's close in London the dollar had climbed to DM1.9275 from DM1.9300, but was unchanged at FF1.8225 and at SF1.4275, while rising to Y255.50 from Y253.50. Sterling lost 90 points against the dollar to \$1.3675, but its index rose 0.1 to 94.4.

The pound remained the weakest currency in the European Monetary System. It fell to DM1.9275 from DM1.9300, but was unchanged at FF1.4280 and at Y253.85 from Y252.10; to SF1.2485 from SF1.2435; and to FF1.9225 from FF1.9700. Its

index rose to 60.5 from 59.9.

Sterling weakened slightly after Mr John Major, chancellor of the exchequer, made his Autumn Statement to the British parliament. The broad outlook for the pound was unchanged however, according to dealers. There were no great surprises in Mr Major's forecasts that inflation will drop of 5.5 per cent in the fourth quarter of 1991, the current account deficit will narrow to £1bn from £15bn next year and that government spending in 1991/92 will rise to £200bn.

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WORLD STOCK MARKETS

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

3pm prices November 8

Continued on Page 11

NYSE COMPOSITE PRICES

12 Month P/ Sis
High Low Stock Div. Yld. E 100a High Low
Continued from previous page

264	185	RBScl pr2.95d13.	-
51	84	RoyD 4.25e	5.5 12 3619 78.5 77.5 + 12
52	75	Royce 5.2e	7.1 78 7.5 7.5 + 12
53	31	Rounds 4.8 21 954 37 36.5 + 12	
123	194	Rover 4.25 13 144 14.5 14.5 + 12	
54	84	RoutegT 2.5 32 50 54 54 54 + 12	
31	18	Russell 32 1.0 388 17 12.5 12.5 + 12	
20	12	Ryder .80 4.0 12 497 12.5 12.5 + 12	
22	14	Ryfhol .80 4.2 15 93 14.5 14.5 + 12	
124	24	Ryland 50 3.2 4 234 11.5 12.5 + 12	
104	47	Rymer ph1.17 26. - S-S-S-S	41 4.5 4 42 42 42 - 12
41	33	SCEep 2.84 6.8 12 1582 38 38.5 38.5 + 12	
142	84	SCUor 20 2.2 12 94 9.5 9.5 + 12	
44	41	SL Ind. 1.7 17.5 36.5 3.5 4.5 + 12	
50	22	SPSTec 1.28 6.7 11 22 22 22 + 12	
32	15	SPX Cp 1.2 6.7 11 22 22 22 + 12	
125	105	Search .10j 84 24 24 24 + 12	
114	5	Sabreco .15 2.4 7 674 8.5 8.5 + 12	
104	83	SageSe 3 178 3 178 11.5 11.5 + 12	
102	104	Saitku .40 10.26 872 38.5 38.5 + 12	
45	21	Sawley w 525 11.5 11.5 + 12	
93	44	SawCes 1.12 22.7 72 24.5 24.5 + 12	
25	25	Sawin n 20 7 28 30.5 30.5 + 12	
27	25	SelolP 80 6.4 10 7 25 24.5 + 12	
175	2	vSAlemt 65 2.5 2.5 + 12	
58	52	Selmeid 52 1.4 13 1784 38.5 38.5 + 12	
27	20	Selomn .84 2.7 12 5085 24.5 24.5 + 12	
133	104	Selvex 1.78 6.0 12 278 45.5 44.5 + 12	
455	39	Sledgs 2.70 6.0 12 278 45.5 44.5 + 12	
51	57	Slimus 3.06 6.8 17 108 54.5 54.5 + 12	
29	174	Smitf .09 51 20 26 18.5 19.5 + 12	
94	41	Smitf 2.06 9.3 15 58 22.5 22.5 + 12	
22	134	Smitf 0.08 4.0 16 80 42.5 42.5 + 12	
22	134	Smitf 2.00 11. 8 111 24.5 24.5 + 12	
33	24	SmitfCp 10.8 .8 919 12.5 12.5 + 12	
27	24	SmitfCp 10.8 94 15 2288 29.5 29.5 + 12	
27	24	SmitfCp 10.8 94 15 2288 29.5 29.5 + 12	
9-16	24	SmitfCp 10.8 94 15 2288 29.5 29.5 + 12	
30	31	SCANa 2.52 7.2 8 324 34.5 34.5 + 12	
501	367	Schaf 1.12 2.6 18 4332 44 43.5 + 12	
69	67	Scham 1.20 2.1 25 1388 36.5 37.5 + 12	
172	103	Schab .16 1.2 16 422 13.5 13.5 + 12	
34	34	Schabz 1.5 15 457 4 4 4 + 12	
22	42	Schaf .16 1.7 15 735 9.5 9.5 + 12	
111	43	Scham 10 20 6.5 165 5.5 5.5 + 12	
50	50	Scham 2.5 23 9 356 34.5 34.5 + 12	
111	74	Scham 1.56 12 14 13 12.5 13 + 12	
68	33	Scham 1.40 3.7 12 274 37 37 + 12	
142	123	Scham 1.40 3.7 12 274 37 37 + 12	
123	22	Scham 1.40 3.7 12 274 37 37 + 12	
15	15	Scham 1.40 3.7 12 274 37 37 + 12	
94	272	Scham 2 2.5 11 517 78.5 78.5 + 12	
123	165	Scham 14 35 32.5 31.5 32.5 + 12	
22	184	Scham n 20 26 22.5 22.5 + 12	
417	22	Scham n 20 26 22.5 22.5 + 12	
44	17	Scham 2.2 13 3248 20.5 19.5 + 12	
123	104	Scham 2.2 13 3248 20.5 19.5 + 12	
77	52	Scham 1.80 1.2 9 51 50.5 50.5 + 12	
65	85	Scham 5 5.8 12 7 64.5 64.5 + 12	
105	81	Scham p 5 6.3 3 67 60.5 60.5 + 12	
204	133	SchamCp .56 2.8 20 1514 20.5 16.5 + 12	
93	34	Schamr .4 324 4 3.5 3.5 + 12	
234	14	Schamr 1.80 6.2 9 189 20.5 20.5 + 12	
343	14	Schamr 1.80 6.2 9 189 20.5 20.5 + 12	
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123	104	Schamr 1.80 6.2 9 189 20.5 20.5 + 12	
15	15	Schamr 1.80 6.2 9 189 20.5 20.5 + 12	
94	272	Schamr 2 2.5 11 517 78.5 78.5 + 12	
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417	22	Schamr n 20 26 22.5 22.5 + 12	
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105	81	Schamr p 5 6.3 3 67 60.5 60.5 + 12	
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NASDAQ NATIONAL MARKET

3pm prices November 8

Stock	Div.	Sales	High	Low	Last	Chg	Stock	Div.	Sales	High	Low	Last	Chg	Stock	Div.	Sales	High	Low	Last	Chg	Stock	Div.	Sales	High	Low	Last	Chg																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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AMERICA

Individual stocks moved by results and reports

Wall Street

SHARP MOVEMENTS in individual share prices following corporate news enlivened a dull morning on Wall Street, which saw equities turn narrowly mixed by mid-session yesterday, writes Karen Zagor in New York.

At 1.30 pm, the Dow Jones Industrial Average was up 2.23 at 2,443.07 in fairly thin trading. On Wednesday the Dow had lost 4.31 to 2,440.84.

The overall tone of the market was featureless, with advancing issues leading those declining by four to three. At 12 pm, the Standard & Poor's 500, which is considered a more representative measure of market activity than the Dow, had added 0.36 to 306.37, while the American Stock Exchange Composite was off 0.49 at 289.25.

SmithKline Beecham plunged \$4 to \$46.5 in very heavy trading after the company turned in its third-quarter results. Although pre-tax profits rose 30 per cent in the three months, sales from continuing operations slid 3 per cent.

NCR soared 7% to \$55.5 on reports that the company is discussing the merger of its computer business with American Telephone & Telegraph. Shares in AT&T slid 3% to \$33.5.

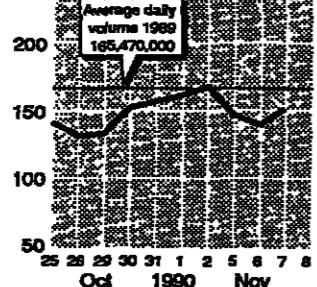
Browning Ferris turned higher, on reports that the company, along with Waste Management, had tentatively settled class-action suits which

charged the two big waste disposal companies with price-fixing for container-refuse service.

The issue gained \$1 to \$22.5 in active trading after plunging more than \$7 in two days. Waste Management improved 4% to \$33.4.

Motorola dropped another \$1.5 to \$53.5 after a number of analysts cut their earnings estimates or downgraded their investment ratings for the

NYSE volume



company. According to Mr Michael Gumpert, an analyst at Shearson Lehman Brothers, there is "no reason to believe that earnings would be surprising good". Mr Gumpert reduced his fourth-quarter projections to 97 cents a share from \$1.12. In the fourth quarter of 1989, Motorola posted net income of \$1.10 a share.

Upjohn rose 3% to \$37.4. The Food and Drug Administration has given the company permission to market Xanax tablets of Canada.

ASIA PACIFIC

Nikkei falls below 23,000 as Gulf tension increases

Tokyo

RENEWED Gulf fears unnerved the Tokyo market yesterday, with the Nikkei average suffering its third consecutive fall to close down 530.44 at 22,969.81. Further declines in bond prices and a weaker yen added to the selling pressure, writes Eriko Terazono in Tokyo.

Shares tumbled from the opening, led by heavy selling in the futures markets, on news that the UK prime minister, Mrs Margaret Thatcher, had advanced the prospect of military action against Iraq if it did not withdraw from Kuwait immediately.

Higer crude oil prices and the fall on Wall Street contributed to the pessimism as the yen fell, after the previous day's Y127.55, and bond yields rose 0.01 to 1.885 per cent. The Nikkei opened at 23,444.03 and fluctuated around 23,000 after a day's low of 22,833.71. It has lost 5.2 per cent in the last three days, and is below the 23,000 level for the first time since October 12.

Volume remained low, at 360m shares, as institutional investors stayed on the sidelines. Losses outnumbered gains by 823 to 138, with 106 issues unchanged. The Topix index of all first section stocks dropped 30.1 to 1,721.91, and in London the ISE/Nikkei 50 index declined 6.94 to 1,277.54.

Ms Benedictine Ivey, at Credit Lyonnais Securities, said that 23,000 had been seen as a market support level, but that traders were being forced to look below that. "Yesterday was also the expiry day for November options, and this definitely

increased options-related selling in the market," she added.

Individuals were prompted to cut losses towards the end of the day's trading, adding to the selling pressure, and 31 stocks hit lows for the year. Among them, leading blue chips included Hitachi, Toshiba, Mitsubishi Electric, NEC, Fujitsu and Toyota Motor.

Utilities reacted to the higher oil prices, with Tokyo Electric Power losing Y130 to Y3,170. Oil producers were also weak, after the previous day's Y127.55, and bond yields rose 0.01 to 1.885 per cent. The Nikkei opened at 23,444.03 and fluctuated around 23,000 after a day's low of 22,833.71. It has lost 5.2 per cent in the last three days, and is below the 23,000 level for the first time since October 12.

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Roundup

WAR TALK left most Pacific Basin markets lower, although Australia managed to respond to good domestic news.

HONG KONG heard itself placed first among 29 world markets in projections of earnings growth by Institutional Brokers Estimate System, a

service of the New York-based firm of Lynch, Jones & Ryan, with an estimated gain of 13.6 per cent in the 12 months to September 1990.

However, the market extended its losing streak to a fourth session in thin trading, the Hang Seng index falling 22.75 to 2,932.44 as turnover rose slightly to HK\$779m.

SEOUL and **TAIWAN** reversed Wednesday's gains, the former's composite index losing 13.72 to 707.24, and the latter's weighted index shedding 135.87, or 3.7 per cent, to 3,654.00. Volume was more active in both markets, rising from 1,029.72bn to 1,049.50bn, and from 1,048.30bn, and from 1,049.50bn to 1,051.80bn respectively.

AUSTRALIA was optimistic about prospects for further falls in domestic interest rates, and enthusiastic about National Australia Bank's results. NAB rose 20 cents to A\$6 on a modest 3 per cent decline in net profits. The All-Ordinaries index gained 7.3 to 1,342.3 in turnover down from A\$224m to A\$175m.

SINGAPORE's Straits Times Industrial index dipped 12.92, or 1.2 per cent, to 1,056.58 as turnover shrank from \$87.9m to \$82.8m. **NEW ZEALAND** too had a bad day, the Barclays index down 15.73 to 1,292.18, while **MANILA** lost 2 per cent as profit-taking in oil issues left the composite index 12.02 lower at 5,963.55.

BOMBAY responded to the loss of a vote of confidence by Prime Minister V.P. Singh on Wednesday with another rise, although shares ended off their highs as Mr Rajiv Gandhi, opposition leader, turned down a request to form a new government. The BSE index was up 31.00 at 1,412.17 after a day's peak of 1,432.74.

SOUTH AFRICA

GROWING nervousness over the situation in the Gulf pulled Johannesburg stocks slightly lower, with the all-gold index easing 5 to 1,370. South African Breweries rose 75 cents to R37.50 after the previous day's interim results.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

	WEDNESDAY NOVEMBER 7 1990			TUESDAY NOVEMBER 6 1990			DOLLAR INDEX										
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% on day	Gross Div. Yield Index	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Year High	1990 Low	Age (approx)	
Australia (77)	122.57	+0.4	82.69	100.06	95.21	105.41	+1.5	7.32	129.12	92.43	99.03	95.15	105.79	158.31	119.98	150.76	122.00
Belgium (51)	140.70	+0.0	105.54	113.92	108.41	105.83	-0.2	5.47	140.47	105.89	110.13	108.72	105.99	180.02	121.67	137.34	140.70
Canada (120)	123.52	-0.9	92.65	100.01	95.16	103.98	-0.7	3.81	124.69	93.60	99.28	104.75	105.61	121.24	148.94	121.24	148.94
Denmark (33)	257.27	+0.0	192.98	202.32	198.22	195.40	-0.3	1.50	257.26	193.20	206.93	199.82	199.00	277.22	234.05	211.06	257.27
Finland (25)	104.84	-0.0	78.49	84.73	80.62	77.86	-1.1	3.92	105.65	79.29	84.90	81.57	78.78	152.22	95.91	125.39	104.84
France (122)	138.36	-0.1	104.58	111.00	110.40	111.00	-0.1	4.24	138.36	104.58	110.40	104.50	104.50	148.00	112.00	104.50	138.36
Germany (12)	121.27	-0.5	84.22	95.92	96.50	88.50	-2.1	5.62	114.22	88.50	95.92	88.50	88.50	115.35	94.44	88.50	121.27
Hong Kong (48)	115.80	-0.5	69.86	97.01	92.31	119.92	-0.5	5.52	120.39	90.44	96.83	93.04	120.49	147.49	112.24	115.34	115.80
Ireland (17)	157.59	-3.2	112.18	121.71	121.42	122.65	-3.5	4.26	162.67	122.35	131.00	125.87	127.25	165.87	130.04	156.63	157.59
Italy (91)	82.95	-2.4	62.22	67.18	63.91	68.99	-2.5	3.57	84.96	63.83	68.99	65.68	67.81	108.28	80.87	67.06	82.95
Japan (454)	128.81	-0.7	97.38	105.11	100.03	105.11	-1.8	0.81	130.08	99.57	107.04	102.85	107.04	128.78	108.89	104.89	128.81
Korea (55)	126.59	-0.4	64.01	74.12	64.98	72.22	-0.4	1.40	126.59	64.01	74.12	64.01	74.12	126.59	72.22	64.01	126.59
Netherlands (41)	133.78	-0.0	105.00	105.32	103.08	101.97	-0.9	5.27	134.51	101.05	106.19	103.95	102.86	148.03	127.58	124.26	133.78
New Zealand (16)	49.72	+0.8	37.30	40.28	38.31	43.01	+0.9	7.83	49.32	37.05	39.87	38.12	42.64	75.56	48.15	74.99	49.72
Norway (27)	229.92	-0.8	172.49	186.20	178.18	180.40	-0.5	1.71	227.89	171.20	183.31	176.12	175.58	207.93	172.34	172.92	229.92
Singapore (25)	155.34	-1.2	116.82	128.00	118.69	120.80	-0.4	3.51	157.28	116.15	128.92	121.55	122.28	202.94	147.40	152.15	155.34
South Africa (30)	112.14	+1.4	102.88	102.92	102.72	103.73	+0.4	5.35	147.76	111.00	108.86	114.19					

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FINANCIAL TIMES FRIDAY NOVEMBER 9 1990

RECRUITMENT

JOBS: Personality analysis can help candidates and employers to overcome damaging habits

"**H**ERE IS a question for you," Rowan Bayne told the 100 or more people in his audience. "Let's see how we react to it."

Whereupon, jumping down from the platform, the psychologist from East London Polytechnic unveiled the slide beneath the overhead projector. Up on the screen flashed:

"What is most important about setting goals?"

His audience's reactions fell into two distinct patterns. Most people there craned forward eagerly, and began silently listing things on their fingers. For instance, a woman in the front row told me later she had awarded top place to getting the time-scale right, followed by ensuring that the goals set were within the power of the people supposed to achieve them.

The Jobs column was among the few who reacted differently.

Far from being stimulated by the question, we in the minority saw it as of little or no consequence. The only important thing about goal-setting which I could think of, for example, was that the goals should be loosely defined and flexible.

The starkly divided response was just what Dr Bayne wanted.

For the first aim of his talk at the recent conference of Britain's

Institute of Personnel Management was to explain the workings of one of the world's most widely used personality tests: the Myers-Briggs Type Indicator.

Based on the work of the great psychologist Jung, it holds that every person is a combination of four main dimensions. Each of the four can be pictured as a line divided in the centre, with people either on one side or the other, the best known division being between *introverts* and *extroverts*.

But it was a second of the four divisions - between *judgers* and *perceivers* - that was brought out by the question about setting goals.

The people stimulated by the question, like myself, are *judgers*.

They like to form clear-cut views of issues, plan ahead and decide things, thinking it more important to make a decision than to improve the criteria or data on which it is made. The Jobs column and the others who were left cold by the question are *perceivers* who, when presented with an issue, are far keener to examine it in greater detail than to make a decision either way.

Across the population as a whole, *judgers* and *perceivers* are split 50/50. But it was scarcely surprising to find decision-addicts in the majority at a conference of managers. It is a fair bet, too, that Rowan Bayne's audience was heavily weighted towards one end of a third division which also cuts the general population into two equal halves: the split between *thinkers* and *feelers*.

Managers are typically *thinkers*, being ruled mainly by their heads in the conduct of life's affairs including their relations with the rest of humanity. *Feelers* are ruled more by their hearts, paying less heed to logic than to their own and other folk's emotions.

Simple view

The last of the four divisions is between *sensors* and *intuitives*. Sensors believe that the world is precisely as it presents itself to their eyes, ears, noses, taste-buds and fumbling. What's more, the simpler the impression it makes on them, the better. *Intuitives* are convinced that nothing is quite as

it seems, and that established beliefs are perennially in need of imaginative revision.

Managers, who mostly take the simple view, are in the majority party because there are three sensors on earth for every intuitive. On another dimension, however, managers are in the minority. They tend to be introverts who as a whole are outnumbered three to one by extroverts.

So, as a general rule, companies are run by introverted sensing thinking judges - and that applies in every one of the many countries where Myers-Briggs tests have been conducted. By contrast, *parsons* and the equivalent are canonically extraverted intuitive feeling perceivers.

That does not mean managers are incapable of acting like persons or vice versa. Whichever side of any division we are normally on, most of us can use the opposite manner even though clumsy.

An idea of the difference the switch makes to our operations can be gained by first signing your name with the usual hand then doing likewise with the other. The

result of the second go may well be more legible, but it is hard work to produce and neither feels nor looks natural.

Even so, the ultimate object of Dr Bayne's exercise was not to encourage his audience to try living out of their accustomed trees. His aim was to help them to become better interviewers.

Every side of every division has weaknesses as well as strengths, he said. So by becoming aware of their normal modes and the attendant faults, interviewers can cut the risk of being misled by their bad habits.

What is more, he agreed that the same learning process can work the reverse way round, to the advantage of the people being interviewed as job-candidates or whatever. By relating their own make-up to that of the person on the other side of the desk, they will have a better chance of influencing the judgment in their favour.

To do it successfully they will need to rehearse behaving in the opposite of their usual modes. For the fundamental rule is to identify the interviewer's normal stance on each of the four dimensions, and

give the impression of holding the same positions. While opposites may attract occasionally, they do so far less often than similarities. Indeed, when we praise other folk for having "empathy", it is odds on that we're really saying they are much like ourselves in personality.

Percentage game

A snag is that, if the interviewers are experts in their craft, they may be deliberately looking for recruits unlike themselves. But as such experts are rare, the percentages still favour similarity.

Beyond that, the best tactics will vary with the strengths and flaws of the interviewer's particular type of personality. Rowan Bayne lists the permutations as follows:

Extroverts tend to be good at establishing rapport, sizing up the situation quickly, thinking as they go along, and exploring a wide range of issues. On the other hand, they often talk too much, neglect to listen, and impulsively discuss too much about their own position.

Introverts are apt to be the mirror image. Good listeners who

think before speaking and probe a few issues deeply, they are slow to size things up and unresponsive.

Sensors are acute observers of detail, practical-minded and planned in approach. The trouble is that they tend to get bogged down in their plan as well as to miss the wood by focusing on the trees.

Intuitives typically gain a clear picture of the wood at the cost of not only overlooking a good many of its trees, but seeing some that aren't there. They are swift to spot intriguing lines of exploration, which are occasionally relevant.

Thinkers excel at maintaining a businesslike atmosphere and being objective in judgment. Alas, they often appear cold and calculating.

Feelers' greater warmth does not always prevent their subjective responses from seeming dogmatic. Although fostering a free-wheeling atmosphere, they can find it hard to cope if conflict arises.

Judgers are efficient and decisive. But they are prone to ask closed questions and make up their mind prematurely.

Perceivers keep the discussion open-ended and collect masses of information - so much so that they tend to go on collecting it long after the meeting was due to end.

Michael Dixon

Development Capital Executive

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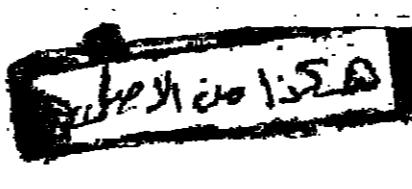
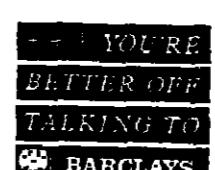
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The move, it will be remembered, followed a sustained period of unrest in the firm, culminating in the departure of the head of the consultancy business in the US and a number of his senior colleagues.

By David Waller in London and Peter Bruce in Madrid

Lingering Andersen unrest reappears in Spain

By David Waller in London and Peter Bruce in Madrid

IT IS two years ago this month that the decision was taken to split Arthur Andersen into two separate business units: one for consulting, the other for audit and tax.

The move, it will be remembered, followed a sustained period of unrest in the firm, culminating in the departure of the head of the consultancy business in the US and a number of his senior colleagues.

The original split came because the firm's consultants were unhappy with their lot. Two years later, Andersen's consultants in one of the world's fastest-growing markets for consultancy and accountancy services are still unhappy.

That market is Spain, where the recent implementation of the European Commission's Fourth Company Law Directive has led to a stampede in demand for the services of the Big Six international accountancy firms.

Andersen first diversified away

from the US in the late 1950s, opening offices first in London and Paris and subsequently in Spain, Italy and other parts of Europe. The firm's Spanish practice was started in 1960 and has been—tremendously—successful.

Whereas Andersen has had difficulties establishing itself in countries with a strong accountancy profession, such as the UK, it is the disputed market in Spain with annual revenues of some Pts 25bn (US\$5.5bn).

For much of this summer, the normally tranquil world of accountancy in Spain has been treating the nation to a rare and entertaining scrap. At the centre of the dispute is Mr Luis Recio, until recently managing partner of Andersen Consulting in Spain.

Together with two other partners, Mr Recio launched a buy-out bid for the consultancy operation in July. The bid failed, but legal battles continue and the affair seems likely to reach a crescendo in coming weeks.

The story began last year when Arthur Andersen España implemented the strategy decided in November 1988 and split its successful consulting business from the auditing operations. Mr Recio, who has worked for Andersen for 23 years, had been managing partner of the consulting operations for many years. The im-

portant "one partner said of Mr Recio. For his part, Mr Recio says he will "fight to the end" — or at least until he and his two friends are paid a market rate for their shares in the consultancy turnover in fees. "This US\$30m in no way corresponds to what they put in," he claims, "putting us in a precarious situation."

The direct consequence of Mr Recio's dissatisfaction was a takeover bid for the consultancy backed by Prosegur, a flourishing quoted security group. The offer valued the consultancy at Pts 16bn but such a large amount of money was not enough to tempt a majority of the partners to accept the bid. The offer lapsed.

Internecine legal battles ensued, in which Mr Recio and the two dissidents tried to have their shareholdings bought out at a price reflecting the Prosegur bid. Andersen wanted to pay only the nominal value of the three partners' 20 per cent stake. Mr Recio and four other partners resigned.

The latest legal tussle concerns Arthur Andersen y Cia Sociedad Regulada Collective, a partnership Mr Recio had asked the courts to dissolve. Meanwhile, Mr Recio and friends have been excluded from the partnership.

Mr Vernon Ellis, the firm's London-based head of consulting for Europe, says the affair is a side-issue, given that AA & Cia SRC is not an operating business, but merely provides computer and technological services to other parts of the practice. The court will rule in a fortnight.

Recriminations fly thick and fast. "He is trying to sow confusion in the

market," one partner said of Mr Recio. For his part, Mr Recio says he will "fight to the end" — or at least until he and his two friends are paid a market rate for their shares in the consultancy turnover in fees. They believe their stake is worth \$25m, which they want to invest in setting up their own business.

Mr Ellis is emphatic that this is a uniquely Spanish affair, with no wider implications for the Arthur Andersen organisation two years after its radical restructuring. He takes great comfort from the fact that the take-over bid. The offer lapsed.

The firm must be worried that one of the jewels in its European crown should be riven by public turmoil, and that a third of the consultancy partnership should have departed.

It is undoubtedly a victory for the Andersen methodology that the majority of partners resisted the temptation to take the money and run.

But, as the Spanish affair proves, there is enormous capital value locked up in Andersen's consulting business. It is inevitable that, from time to time, the current generation of partners will tire of their role as custodians of the business for future generations. Driven by quite normal commercial impulses, they will try to sell up.

That way lies the eventual fragmentation of Arthur Andersen.

FINANCIAL DIRECTORS

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... a wide ranging and influential role in a company that is 'going places'

North West

This newly created position reporting to the Managing Director offers an exceptional opportunity to contribute significantly to the strategic development of the company. The challenge of this role is in the number and variety of businesses, the pace of operation and the management of rapid change.

As a market leader in leisure retailing, our client has achieved a pattern of steady growth, the current turnover is in excess of £100 million and the company is now looking for a qualified Accountant to take full responsibility for its finance and accounting functions, as well as making a significant contribution to the strategic development and planned expansion of this innovative and forward thinking business.

Probably aged 35 to 45 with a good degree you will have already gained experience in a

c.£43,000 + car

Finance Director's role preferably in a multi-site environment. You will be fast on your feet, used to making sound business decisions and with the strength of character to influence your Board colleagues. You will be a good communicator and have the force of personality that combines diplomacy with a cutting edge to identify business opportunities and to contribute significantly to their implementation and effectiveness.

In return the salary and benefits package are substantial and will include generous relocation assistance where appropriate.

If you believe that you have the drive and determination to match our client's stringent specifications, please write in confidence with career summary and salary details to Hilary Campbell quoting reference HC/939.

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7 Tib Lane, Manchester M2 6DS

**£60,000 + SUBSTANTIAL BONUS
+ CAR**

CENTRAL SCOTLAND

Finance Director

For an eminent group with businesses throughout the UK. Recent performance has been impressive and further significant growth from the current £200m turnover is planned.

Reporting directly to the chairman and a member of a small main board, you will have functional responsibility for all financial matters within the group and will lead the corporate planning process. Key tasks will be to formulate strategic plans for the next phase of the group's development and to obtain sources of finance to fund planned growth. You will also play a major role in the acquisition and integration of new businesses.

You will be a graduate accountant, with at least five years in a senior position within a sizeable and decentralised organisation. You will have made a significant contribution to business development and will be experienced in acquisitions and the associated dealings with financial institutions.

Coopers & Lybrand Deloitte Executive Resourcing

Two exciting new appointments with a rapidly developing major industrial group

National Power PLC is Britain's largest generator of electricity and is one of the most exciting prospects in British Industry today. The Company, as one of the successors to the Nationalised Electricity Industry, is facing a challenging future adapting to the new competitive market in electricity supply.

With privatisation planned to take place in February 1991 our new and dynamic Finance team is now largely in place and is led by individuals from the UK's top blue chip PLCs. Two financial management opportunities have now arisen to join this team in key positions offering outstanding salary and benefits packages and extensive future development prospects within both financial and operational areas of the Group.

Finance manager - accounting

Central London to £35,000, car and benefits

This broad based role will include considerable involvement in the privatisation process, the management of the finance function, review and comment on management reports, improvement of management information systems and financial controls within the Group, in addition to treasury exposure and miscellaneous projects.

For this opportunity the Group is seeking a graduate qualified accountant, likely to be aged 28-35, from a large public practice firm or industry.

Finance manager - property

Central London to £35,000, car and benefits

To maximise the benefits from the Group's investment in property and land, a Finance Manager is sought to take responsibility for appraising investment and business opportunities, controlling project expenditure, budgeting and producing management reports. The Finance Manager will be supported by a small Finance team and there will be extensive contact with both financial and non-financial management at Group and Operational level.

The Group is seeking a graduate qualified accountant, aged 28-35, with several years industry experience. You may have qualified inside or outside practice, but commercial experience is essential and familiarity with investment appraisal would be an advantage.

For both these opportunities you should be an ambitious and self-motivated individual with strong communication skills, who is keen to make a contribution to, and reap the benefits, within this rapidly changing and developing organisation. For further details and a confidential discussion, please contact Mark Masson CA on 071-387 5400 (out of hours on 071-372 5952/0474 874473) or write to him at FINANCIAL SELECTION SERVICES, Drayton House, Gordon Street, London WC1H 0AN. Fax 071-388 0857.

As an Equal Opportunity Employer, National Power welcomes applications from men and women including ethnic minorities and the disabled.



National Power

c.£35,000 + CAR

Financial Controller

ALPS ACCOUNTANCY & LEGAL PROFESSIONS SELECTION LTD

3 London Wall Buildings, London Wall, London EC2M 5PJ

Tel: 071-588 3576 Telex No. 887374

FINANCIAL CONTROLLER — AIRLINES

ESSEX

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This vacancy calls for accountants aged 32-48 CA or ACCA who will have acquired at least three years' financial accounting experience in a successful airline or similar service organisation utilising advanced accounting and computerised costing methods, at least one year's experience must have been at Financial Controller level. Responsibilities will cover the total financial control with special emphasis placed on capital project appraisal, cost analysis on all operating costs and their reduction, and revenue generation aimed at increased profit margins. Up to 15% travel will be necessary. The appointed candidate must be an able negotiator with sufficient commercial flair and interpersonal skills to warrant promotion to Financial Director in 3-9 months. Initial salary negotiable £36,000-£45,000 plus car, contributory pension, free life assurance, free family BUPA and subsidised airline family travel. Assistance with relocation expenses if necessary. Applications in strict confidence under reference FC203/FT to the Managing Director: ALPS.

ACCOUNTANCY & LEGAL PROFESSIONS SELECTION LIMITED, 3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 5PJ.

TELEPHONE 071-588 3568 or 071-588 3576. TELEX: 887374. FAX: 071-256 8971.

New focus has been given to this well established £10 million turnover light/medium engineering business as a result of ownership now being in the hands of a progressive engineering based group. Development plans dictate that the finance function should receive higher profile and as a result a strong financial controller is now needed.

Reporting directly to the General Manager on site, emphasis in the new position will be placed upon upgrading the management information systems, establishing a costing system using the group model and taking a full part in the management and development of the company. Cash control and budgeting will also form an important part of the brief.

You will probably be around 35 years of age, a qualified accountant with extensive experience of computerised

systems implementation in a manufacturing environment. A knowledge of US reporting requirements would be an advantage.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 43 Temple Row, Birmingham, B2 5JF, quoting reference JEGO.

Coopers & Lybrand Deloitte Executive Resourcing

6/10/90

BUSINESS AUDITOR/CONSULTANT

Fast Track Career with Dynamic Finance Group
West Midlands £30K + CAR

HIGHLY VISIBLE role. Autonomy and Variety. Sophisticated Systems/Methods. Professional, Multi-Disciplined Environment.

An opportunity has arisen in this diverse and prestigious finance group creating the need for an additional action oriented, innovative Business Auditor/Consultant, ideally with an accountancy profile.

Working in a small, well qualified team, you will be controlling key business and systems projects covering the whole spectrum of the company's activities including policies, management controls, resourcing and special investigations such as acquisition studies.

You will need strong analytical and problem solving skills together with the ability to produce meaningful and well-reasoned reports. Aged 28-33 you will probably have a relevant degree plus an accounting and/or MBA qualification.

In return you can expect rapid promotion prospects and an excellent benefits package, including subsidised mortgage, non-contributory pension, company car, plus relocation assistance, where appropriate.

Please telephone for an application form or send a detailed CV quoting reference: PBM/4457/VC to: Vic Chivers, PA Consulting Group, 6 Highfield Road, Edgbaston, Birmingham B15 3DJ. Telephone: 021-454 5791.

PA Consulting Group

MANPOWER RESOURCES
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Financial Accountant

Lloyd's of London Press Limited, the world's pre-eminent maritime publisher, are seeking a commercially aware qualified accountant to join them in their Colchester offices.

Reporting to the Group Finance Controller, you will be responsible for the preparation of all monthly management and financial accounts. Whilst not mandatory, experience of preparing consolidated statutory accounts would be an asset.

The successful applicant will have at least three years post-qualification experience, preferably within a commercial environment. An excellent communicator, you will be able to relate directly to executive management. The Company has recently installed state-of-the-art ELS software, and you will play a key role in the implementation of this system.

Remuneration package includes an attractive salary, car, non-contributory pension and subsidised restaurant.

Please reply enclosing a full C.V. to:-
Mrs. L.A. Hilliard, Personnel Officer,
Lloyd's of London Press Ltd.,
Collwyn House, Sheepen Place, Colchester,
Essex CO3 3LP.

L|L|P

Lloyd's of London Press

European Treasurer

c.£40,000 + car

This brand new position is an exceptional opportunity. You will join a small, strategic HQ team, recently established by a high-profile global corporation, to co-ordinate and develop its substantial pan-European operations.

As European Treasurer you will build the operational framework for a full range of treasury activities covering currency hedging, monetary and banking policy, corporate funding and investment planning and control. Your success will rely heavily on establishing effective and influential relationships, throughout a diversity of European subsidiaries, joint venture partners and international banks.

An ambitious, qualified accountant, you will already have gained extensive treasury experience, including personal involvement in banking negotiations, within the arena of an internationally focused business. Now ready to take on the No.1 slot, with the drive and initiative necessary to create rather than operate, you will grow rapidly into the full dimension of this role.

Location: City

Please reply in confidence, quoting Ref: 131/MM

Margaret Mitchell FCCA,
Grace & Templar, Equatoria Court,
36 Galena Road,
London W6 0LT.
Tel: 081 741 2122 Fax: 081 741 0512

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Management Accountant

As a result of its rapid expansion in Europe, this international manufacturing company now seeks a mature Management Accountant. Reporting to the Finance Manager and Company Secretary and heading up a department of 20, you will be providing a service which includes cash flow forecasting, variance analysis and the introduction of management/budgetary reporting systems. Ref: 02120

Contact the Manager, 8 The Town, Church Street, Enfield 081-363 1344
Or the PQE Specialist advising on this appointment on 0923 50350

Special Projects Manager

Interesting and varied project work is offered by this major city-based merchant bank. As Special Projects Manager your assignments will cover a diversity of areas and will include significant involvement in potential acquisition analysis. The role will involve control over a specialist team with liaison up to Director level within the Bank. Benefits will include mortgage subsidy and company car. Ref: 18003

Contact the PQE Specialist advising on this appointment
6th Floor, 76 Cannon Street, EC4
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accountancy

FINANCIAL STRATEGY ANALYST

Central London

c £35,000 + Car + Benefits

Recognised as one of the leading and most prestigious names in the highly competitive energy sector, this organisation has consistently achieved impressive levels of profitable growth. With international markets presenting further opportunities for development the need for a high profile financial planning function is vital.

In order to meet the objectives that have been set they are now seeking to further strengthen this area with the appointment of a highly commercial and creative Accountant to work within this department.

Reporting to the Group Financial Planning Manager the position works closely with Senior Management across all areas of the business on key strategic issues and capital expenditure programmes. The position will be responsible for providing comprehensive analysis and advice on many commercial issues that will directly affect the company's future growth.

A qualified Accountant he/she will have gained at least 3 years PQE working within the Planning/Analysis department of a large multinational Group. Relevant sector experience is not essential, however the ability to assimilate information and communicate persuasively at board level are prerequisites.

Career opportunities are outstanding and will be limited only by personal ability. A full Executive benefits package is provided which includes a competitive salary, fully expensed car, profit sharing scheme, pension and 30 days annual leave.

Interested applicants should contact Simon Hewitt on 071-437 0464 (fax 071-437 0597), or write to him, enclosing a detailed CV, at the address below.

ROBERT WALTERS ASSOCIATES

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Queens House 1 Leicester Place London WC2H 7BP
Telephone 071-437 0464

ASSISTANT GENERAL MANAGER AUDIT AND COMPLIANCE

Excellent Salary and Executive Benefits
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The Portman Building Society is the largest regional Building Society operating exclusively in the South of England. Diversification and growth have resulted in expansion into residential development, estate agency and financial services. In order to maximise the effectiveness of the audit and compliance function within our growing business we are seeking to appoint a talented professional to head up our existing teams.

This new Senior position requires a candidate with exceptional skills who can manage and motivate staff in every aspect of internal audit and compliance, (including computer audit). The successful person must be able to demonstrate extensive knowledge of both aspects of the post, and be capable of using their initiative and professional experience to ensure the continued development of existing management and control systems, especially in areas of high risk. A thorough understanding of regulatory requirements, encompassing the Building Societies Act, is necessary in order to fulfil and develop this demanding role and ensure that full compliance is maintained.

Candidates should be highly motivated individuals with an appropriate accounting qualification, who have gained relevant experience in a service industry, ideally in a building society or other financial institution. Leadership, enthusiasm and excellent communication skills should be coupled with an analytical mind and a thorough understanding of the technicalities of this rewarding post.

In addition to a competitive salary we offer a company car, subsidised mortgage and an attractive benefits package which will include relocation assistance where appropriate.

Interested and suitably experienced candidates should write with full cv quoting current salary to Bernard Dixon, Assistant General Manager, (Personnel and Training), Portman Building Society, Portman House, Richmond Hill, Bournemouth, Dorset BH2 6EP. Telephone 0202 292444.

PORTMAN BUILDING SOCIETY

FINANCIAL CONTROLLER

W11 £18,000 to £21,000
Qualified Accountant with minimum three years commercial experience in an accountancy for music and video plc. This "hands on" role requires knowledge of all aspects of commercial accounting procedures and computer skills. The ability to work under pressure is an asset.

Send C.V. to the Director:
THE FLYING MUSIC GROUP plc, FM House,
110 Clarendon Road, London W11 2HL Tel: 071-221 7799. Fax: 071-221 5016.

Our client, a substantial media group and a major force in its market sector, wishes to strengthen its central reporting team by recruiting a recently qualified Chartered Accountant.

Responsibilities include period and statutory reporting, budgeting and forecasting, financial analysis of operating company results and ad hoc project work.

Candidates, in addition to a strong technical background, should have a commercial approach to problem solving, good interpersonal skills and a resilient and flexible outlook. The position is likely to involve some international travel.

Please telephone D.E. Shribman for further details or write to him at the address below.

HUDSON SHRIBMAN
VERNON HSE - SICILIAN AVE - LONDON WC1A 2DH - TEL: 071-831 2323
FINANCIAL RECRUITMENT

FINANCE DIRECTOR DESIGNATE

Brake Bros.
(Frozen Foods) Ltd.

South East Kent

c £40,000 + car

Our clients are the major trading subsidiary of Brake Bros plc, the leading distributor of frozen food to the UK catering industry. As a consequence of their continued growth, they are now seeking to recruit a Finance Director (Designate).

The role requires:

- Strong management and interpersonal skills to lead a busy Accounts Department of over 80 staff.
- An eye for detail whilst maintaining a wide business perspective.
- Experience to be able to assess, improve and develop accounting, reporting and planning systems
- Maturity and confidence to contribute to both company and group development.

The successful candidate will report directly to the Managing Director with strong links to the Group Finance Director, and may reasonably expect a full Board appointment within 12 months.

Candidates should be qualified accountants, aged between 35 and 45, have proven management skills and strong systems backgrounds in a highly computerised environment.

Interested candidates should send a detailed CV quoting reference 3171, to Carol Jardine, Touche Ross Executive Selection, 5th floor, 52-54 High Holborn, London WC1V 6RL.

Touche Ross

MANAGEMENT CONSULTANTS

FINANCE DIRECTOR New European Operation

Stuttgart area c.DM150,000 negotiable + car + benefits

Our client, part of a major international group, is one of the UK's leading companies in a fast moving sector of the service industry, with an excellent reputation for professionalism and high quality standards. The Company now wants to extend its activities in Europe where there is enormous market potential for its services. The recent acquisition of a small company in West Germany has provided the springboard for future acquisitions and organic growth; the aim is to develop a substantial European business over the next five years.

The Finance Director will liaise extensively with the UK parent company, to fulfil their detailed reporting requirements, working closely with the German Managing Director to control and grow the business in Europe.

Key issues will be the financial evaluation and integration of acquisitions and start-ups, the introduction of standard reporting and control systems across the European operation(s) and financial planning.

The successful applicant will be a qualified accountant with a pragmatic 'hands-on' approach and the ability to communicate at all levels within the organisation. Good German is essential. Professionalism, credibility and strong business acumen are crucial attributes for this high profile role. Career development opportunities with this international Group are excellent.

Please write, in confidence, enclosing full career details to Bernadette Laffey, quoting reference S9393.

KPMG Peat Marwick Selection & Search

70 Fleet Street, London EC4Y 1EU

European Finance Director

c.£55,000 + car + benefits
Brussels

As a result of recent and continuing expansion within Continental Europe, this highly acquisitive subsidiary of a leading UK multi-national has recognised the need for a more structured approach to its European operations. As a consequence the company wishes to recruit a highly motivated Finance Director to work closely with the European Managing Director in controlling existing operations and assessing potential business opportunities.

The Finance Director will be responsible for providing comprehensive financial support to the European operation, liaising

closely with the Managing Directors of local operating subsidiaries, as well as playing a critical role in the development of business plans and investment appraisal projects. Candidates are unlikely to be aged under 33 and will have a recognised professional accountancy qualification and a minimum of 5 years' post qualified experience. They will have at least 2 years' experience in a dynamic multi-national service industry and prior exposure to conducting business in Europe. This will include establishing joint ventures and partnerships. The role demands fluency in English.

Price Waterhouse



Finance Director - Europe

International Joint Venture in Pharmaceuticals
£ attractive + Car

Du Pont and Merck & Co Inc of the USA, are coming together in a joint venture to create an independent, research-driven pharmaceutical company which will operate on a world-wide basis.

Bringing together the impressive resources of one of the world's largest high technology corporations and the acknowledged research and marketing expertise of a pharmaceutical industry leader, the new venture will have an R&D budget of some \$US 230 million and anticipated first year sales of around \$US 700 million.

Key to the success of the European aspect of the operation is the appointment of an experienced Finance Director.

Reporting directly to the Vice President Europe, you will be responsible for creating an effective financial function to meet both the short and long-term needs of the business. This will involve the establishment of pan European financial, planning and reporting systems and the integration of these with the parent company's systems. You will build your own team and will be instrumental in the

appointment and direction of financial staff in the principal European countries.

A qualified accountant, you should have a broadly based financial background, preferably with some international experience. Experience in the pharmaceutical industry would be especially valuable, as would familiarity with US accounting practices and a knowledge of the European financial framework. Computer literate, ideally with MIS experience, you should be commercially astute with the ability to operate effectively within a multinational environment.

This is an exceptional opportunity to contribute to the success of a business at a formative stage in its development. An attractive package is offered which includes car, share option scheme, medical insurance and many other benefits. The post will be based initially in Stevenage, Herts.

Please write with full career details to Alan Butler, Recruitment Consultant, Du Pont (UK) Ltd., Wedgwood Way, Stevenage, Herts SG1 4QN. Tel: 0438 734785.



Finance and Administration Director

London

to £50,000 + options + car

Our client is a well established and successful PLC operating within the property and investment sectors. Continued growth within their niche markets has necessitated the appointment of a Finance and Administration Director.

The role carries full responsibility for finance, property administration and all related enquiries. As such, the successful applicant will liaise extensively with agents and other professional advisors, and must possess exceptional managerial skills. Due to the high profile nature of this position, it is anticipated that an early appointment as a full board member will be made.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Candidates, aged 38-48, should be chartered accountants who can demonstrate excellent interpersonal and communication skills, coupled with the maturity and mental agility required to make a positive contribution to a dynamic business. Previous experience within the property field is desirable, though not essential.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 1102, to Diane Forrester ACA, Executive Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH. Telephone 071-831 2000.

UK FINANCE DIRECTOR

**Circa £60,000
+ executive car**

**Richmond,
Surrey**

ECS is Europe's largest and most successful independent IBM computer leasing and service company. A subsidiary of Societe Generale, it operates in eight Western European countries and had a turnover of £1 billion in 1989.

The UK subsidiary was established in 1986, and has seen a dramatic growth in business to £26M turnover in 1989. The UK Company provides a full range of computer rental options, to enable the client to cost-effectively acquire hardware, whether mainframe, mid-range or micro-computers.

The position represents a challenge for a qualified accountant to manage and develop the finance function against a background of rapid growth and changing systems requirements. As a board member, the Finance Director will be responsible for financial strategy and will play a key role in the general business management of the Company.

The successful candidate will have strong Finance Management experience gained in a rigorously controlled environment, in company with complex products and accounting requirements. Experience of the treasury function is essential.

To apply, write to Stephen Crowther, Group Personnel Manager, ECS International UK Limited, Eton House, 18-24 Paradise Road, Richmond, Surrey TW9 1SE, enclosing a full cv and giving details of current remuneration.

ECS UNITED KINGDOM

When you're stuck in a traffic jam, delayed again by British Rail or squeezed into a crowded tube, imagine yourself, instead, travelling in a rickshaw, a tuk-tuk or a safari jeep. Like so much of foreign travel, riding in one of these vehicles is an unforgettable experience, and all part of an international management career with British-American Tobacco.

If you respond eagerly to this kind of challenge, then you may have what it takes to succeed in one of the world's largest tobacco companies.

After a thorough induction in the UK, for up to 6 months, your first posting will be for around 2 years, anywhere in our worldwide sphere of operations. Further

YOUNG ACCOUNTANTS FOR INTERNATIONAL MANAGEMENT CAREERS

A ROUND THE WORLD IN 80 WAYS

We are a successful and growing company with turnover and profits in excess of £3 billion and £300 million respectively. With over 40 companies located throughout Europe, Central & South America, Asia, Africa, the Far East and Australasia, the business opportunities we can offer you are unbeatable anywhere in the world.

If you are a graduate Accountant (either CIMA or ACA), currently aged under 28, then we will develop your career through a planned series of international postings towards a senior management role.

But, before you apply, you should ask yourself some serious questions. The most important is: do you have the potential to become a Finance Director in charge of the financial affairs of an entire overseas company, while in your 30s? Also, do you want to apply your technical knowledge in an operational role, where you will take crucial business decisions and manage people of different cultures?

If you want to make the most of your abilities and live life to the full, telephone 071-222 2610 (24 hour answering service) for further information and an application form or write to Geraldine Haley, British-American Tobacco Company Limited, Westminster House, Millbank, London SW1P 3JE.

British-American Tobacco Company Limited

BAT
A member of the BAT International group of companies

FINANCIAL CONTROLLER

North London

With a significant profile in the textile wholesale and distribution sectors, our client is an established family-owned company with a well defined strategy for their next important phase of business development.

Reporting to the Managing Director, the Financial Controller will ensure the effectiveness of all aspects of financial management and administration. Particular emphasis will be placed on:

- provision of timely and accurate financial and management information.
 - analysis and interpretation of this information.
 - the continued development of computerisation.
- This broad ranging, high profile role requires:
- a qualified chartered accountant in the age range of late 20s to early 30s
 - a minimum of 3 years financial management

c. £32K + car + benefits

experience gained in a small/medium commercial environment.

- sound experience of computerised accounting systems.
- drive, commitment and 'shirt-sleeves' approach.
- commercial awareness and the ability to make a substantial contribution as part of a young management team.

The potential exists for the successful applicant to achieve board level status within 2 years.

Full cv should be sent to:

Sue Sherlaker
Baker Tilly Management Consultants
22-24 The Courtyards,
Croxley Centre,
Hatters Lane,
Watford, Herts. WD1 8RR

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FINANCE DIRECTOR

**East Manchester/
West Yorks border**

Well-established, c. £10m turnover, manufacturing Group seeks commercial finance professional to support Managing Director in establishing management controls to maximise profitability. Recent management buy-in offers significant growth potential and possible equity participation.

The Role

- Introduce sophisticated management information systems to act as comprehensive management tool.
- Complete responsibility for finance and data processing functions.
- Total involvement in business strategy and analysis of existing performance. Heavy interface with production and sales.

The Qualifications

- Determined, tough individual with entrepreneurial flair and commercial acumen.
- Qualified accountant of graduate calibre. 30-35.
- Proven track record of achievement in manufacturing environment. Understanding of MRP/JIT techniques desirable. "Hands-on" approach.

Please reply in writing, enclosing full c.v. Ref: M458.



Amethyst House,
Spring Gardens
Manchester
M2 1EA
Tel: 061-834 0518
Fax: 061-832 9123.

FINANCIAL MANAGER

A multi-national company involved in International Trade, Business Development and Consulting require a Finance Manager for their Middle East and African operations. The position will involve monitoring Documentary Credit Transactions, Funds Management, Supervising of Expenditure Control and promotion of UK exports. The person appointed to this senior position will be expected to have not less than ten years directly relevant experience and detailed knowledge of the business practises of the regions involved. Fluency in English and Arabic is essential.

Please apply in writing to Box A290 Financial Times,
One Southwark Bridge, London SE1 9HL

FINANCIAL CONTROLLER (DIRECTOR DESIGNATE)

London/Surrey borders c £40,000 + car + benefits

We are a very profitable independent electrical retailer selling electrical appliances and consumer electronics. Our annual turnover is around £25m and we are currently undertaking an ambitious expansion programme.

We are looking for an equally ambitious Financial Controller to guide us through this exciting phase of development and beyond. Reporting to the Managing Director, you will take full control of the company's financial and administrative affairs. In addition, you will advise on a variety of issues and contribute to enhancing our already sophisticated computer systems.

The successful candidate will be in his/her thirties and qualified with at least five years proven financial and management experience. Good communication skills together with a "Hands on" approach is essential. You will be dynamic and ready to take on a new challenge. A Board appointment is envisaged within two years.

Applicants should reply in confidence with full CV to:

Ravi Selman, Personnel Manager
Tempo plc
Unit 1, 181 Kingston Road, New Malden, Surrey KT3 3PQ



Group Management Accountant

To £30,000 + Car + Benefits

f.m.c.g. North West

Our client is a rapidly expanding private group of companies with a turnover in excess of £10 million. They are a f.m.c.g. organisation manufacturing and selling chemically engineered products, many of whom are brand leaders.

To further professionalise their accounting operation our client is looking for a highly qualified and experienced accountant with at least 3 years "hands on" experience in a senior position. The Group Management Accountant will report directly to the Finance Director on all aspects of the Manufacturing Costs of the Group, including the costs of Purchasing, Production, Marketing and Distribution. This will closely with Senior Production personnel and would be expected to develop with them Factory Accountability and Variance reporting. This is an excellent opportunity for a committed practical accountant. Good communication skills and a desire to work to the maximum potential of this new position to be achieved.

An excellent remuneration package will be available together with relocation assistance where necessary. Please send full personal and career details in confidence to Ref: M467.

Austin Knight

Ship Canal House, Salford Street, Manchester M4 4WD

Head of Finance

c.£50,000 + Bonus
+ Car
Cambridgeshire

This is a very high profile service organisation, internationally recognised, with global operations to match the requirements of its multinational customer base. They now wish to appoint a Head of Finance to the UK Division, itself a substantial and profitable business with a large infrastructure, which is market leader.

The Head of Finance will report to the Managing Director and will be expected to become quickly involved in running the business including determining its direction and contributing to strategy and tactics. The ability to rapidly develop and articulate views on business and product profitability issues is important. There is a well balanced support staff of 60 to lead and develop, many of whom are ambitious young professionals. The management style requires a confident team player who will combine effectively at peer group level and communicate in a concise unambiguous manner.

Candidates should be graduate accountants with at least 7 years post qualification experience, preferably gained in one or two medium to large companies. Comprehensive knowledge of both management and financial accounting is essential together with substantial IT, computing and PC experience. The Group will be looking for the personal stature, ambition, energy and managerial fitness to progress well beyond the immediate job.

Age guideline - mid 30's. There is a generous relocation package available.

Please apply in confidence quoting Ref L462 to:

Brian H Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 071-240 7805

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Financial Controller & Company Secretary

Yorkshire

Design Innovation, investment and success in export markets are the key features of our client ... a recognised market leader in the volume manufacture of high quality worsted cloth.

This is a wide ranging and influential role which offers considerable scope for personal development. As a member of the executive management team, your responsibilities will encompass financial and management accounting, credit control, the IT function and, in addition, the company secretarial role.

Aged 30-plus, you will be educated to degree level and be a qualified accountant. Your career to date will span both financial and management accounting –

MSL International

To £35,000 + car

preferably, but not necessarily, in a manufacturing context. Previous experience of the company secretarial function will be an asset. This is essentially a "hands on" position, thus good communication skills are a specific requirement.

Salary, for discussion as indicated; the comprehensive benefits package includes assistance with relocation expenses, where appropriate.

Please write with full details – in strict confidence – no information will be disclosed to our client without your express approval. A L Brown, Ref G2208, MSL International (UK) Limited, Ebor Court, Westgate, Leeds LS1 4ND.

Group Treasurer

International Chemicals Manufacturer

North West,
c £35,000, Car

This rapidly expanding and acquisitive UK based international chemical manufacturer, whose current turnover exceeds £150m, now seeks to strengthen its group financial operation.

Reporting to the Group Finance Director, your brief will be to set up and manage the treasury function in respect of banking, foreign exchange, currency flow and taxation. Once fully established, you will also be involved in a number of assignments related to potential acquisitions, post acquisitional control, group working capital requirements and capital projects audit.

Aged 30+, you are likely to be an FCA with significant treasury and international currency experience whilst possessing a broad financial outlook. Acquisition experience would be an advantage.

The role will be demanding and will involve a significant amount of overseas travel. The successful candidate will show a mature approach, be an excellent communicator at all levels and be able to work on his/her own initiative in a rapidly changing environment. The rewards and benefits package is excellent as is the potential for progression.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, J. Bewley, Hoggett Bowers plc, St. James's Court, 30 Brown Street, MANCHESTER, M2 2JF. 061-832 3500, Fax: 061-834 8577, quoting Ref: M11005/FT.

Hoggett Bowers

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European Financial Manager

c £30,000 + Car

Our client is the leading direct-response marketer of data communication products and computer accessories in the United States, Europe, and the Far East. With a turnover of \$350 million, they sustain their market position by supplying a quality product supported by dynamic management.

Reporting to the European Financial Controller, the successful candidate will manage the European Headquarters Financial Accounting Group. A varied role, the primary function of which will be to take overall responsibility for prioritisation of the financial demands on the group, including: implementation of European mainframe accounting software; ensuring timely and accurate reporting to



Michael Page Finance

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Finance Director

c £45,000 + car + bonus

Our client operates within a highly competitive, dynamic niche sector. Currently supplying a mainly domestic market, the company has impressive plans for future growth.

To remain at the leading edge, they seek to appoint a commercially minded Finance Director who will work closely with non accounting disciplines and negotiate with third parties to the best advantage of the company. Technical competence will be assumed. Much more important is the ability to analyse, interpret and act on information from a business perspective.

The candidate we seek will be a qualified



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Jennifer Hudson 071 873 3607
Richard Jones 071 873 3460

Georgina Harris 071 873 3392
Denise Morrice 071 873 3199

TREASURER

c £35,000 pa + car

A multi-national Private Group (turnover £50m+) requires a Treasurer to develop its currency activities and to centralise and control its cash and investment management. The Group, based in Kent, trades in all major world currencies and is active primarily in the electronics market. Reporting to the Group's Financial Director, you will not only be required to head the Treasury Department but also to build cost-effective and dynamic relationships with Financial Institutions. In addition you will have the interpersonal skills to develop a detailed knowledge of the Group's Subsidiary Companies such that you are able to contribute to the overall financial management of the Group.

If interested please reply to Box A293, Financial Times,
One Southwark Bridge, London SE1 9HL.

Finance Director

London

c £70,000 + car + bonus

department, and a willingness to travel at short notice.

The successful applicant will be a qualified accountant aged 40-50, with solid international project management, tax and treasury experience. Highly developed commercial acumen, communication skills, resilience and flexibility are fundamental to this appointment.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 1104, to Diane Forrester ACA, Executive Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH. Telephone 071-831 2000.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
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Our client is internationally renowned for its excellence and innovative approach to multiproject management. Part of a large successful group, the company has representative offices throughout the world.

In order to successfully manage their explosive growth and retain both professionalism and competitive advantage, a Main Board appointment as Finance Director will be made. The individual will carry strategic responsibility for domestic and international finance, and be expected to undertake continuous commercial involvement at all stages of the contracts. This will necessitate close liaison with other directors, clients and advisors, leadership and direction of the accounts.

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

Operations/Systems Accountants

North London, Sutton Coldfield, Manchester £22,000 - £28,000 + Car (fully expensed) + Benefits

McDonald's Restaurants is the world's largest quick-service restaurant chain, with over 350 restaurants in the UK, generating annual sales of almost £500 million. Quoted on the Dow Jones 30 share Industrial Average, McDonald's is widely recognised as one of the most successful publicly traded companies.

In line with our structured UK expansion programme, we are looking to appoint qualified accountants of considerable ability, commitment and potential.

Operations Accountants

Based at East Finchley in North London, Salford in Manchester or our Sutton Coldfield office, the Operations Accountants will be responsible for provision of key financial support to our operations personnel, with particular emphasis placed on store profitability. The role will have additional responsibility for the production of management reports, planning, investment appraisal and the strict financial control over the processing of store data.

Systems Accountants

Based at our East Finchley office in North London, the Systems Accountant will act as the focal point between the



Information Services and Accounts departments ensuring that new system designs are fully documented and tested. The Company has invested extensively in new EDI and ISP systems and considers their continued development an integral part of the Company's future.

For all positions you should preferably be aged 24-33 and be suitably qualified (ACA/ACCA/ACMA). Your strong technical accounting abilities should be complemented by good management, computing and communication skills. With a highly competitive salary of £22,000 - £28,000 plus car and benefits, both roles offer outstanding opportunities for the right candidates and a chance to contribute to the strategic development of a leading international company.

Your comprehensive CV, with position and location clearly marked, should be forwarded to Mark Brooks at the address below. Alternatively, telephone 081 883 6400 for an application form.

Corporate Personnel Department, McDonald's Restaurants Limited, 11-59 High Road, East Finchley, London N2 8AW.

Financial Controller

(Director Designate)

Southampton

c £35,000

Bonus, Car, Benefits

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

Part of a dynamic group this company is a major force within the construction industry, a national contractor and property group operating throughout the UK. The company is presently entering a very exciting and challenging stage in its development and now seeks to appoint a highly talented finance professional. Reporting to the Managing Director the main responsibilities will include the direction of finance and accounting matters, strategy, planning and budgeting. A qualified accountant aged over 30, it is essential that you are computer literate and presently holding a senior position with a significant company where first class business disciplines are applied. The successful candidate will be a totally self motivated person who is capable of supplying the highest quality of management information and advice within the finance function. In addition to the highly attractive package, relocation assistance will be given where appropriate. It is envisaged that this position will lead to a board appointment in the near future.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, G.J. Deakin, Hoggett Bowers plc, 13 Frederick Road, Edgbaston, BIRMINGHAM, B15 1JD, 021-455 7575, Fax: 021-454 2338 quoting Ref: B18171/FT

Superdrug

SUPERDRUG STORES PLC

Controller - Accounting Services

The Company:

- ◆ A member of the Kingfisher Group, and a complex and fast-moving business with annual sales over £500m from 640 outlets employing over 11,000 people.
- ◆ A leading player in its market, now engaged on an existing programme of organisational and information systems change.

The Role:

Reporting to the Finance Director, and a key member of the small senior management team, responsible for:-

- ◆ leadership and development of all key central accounting functions including branch network control and reporting.

CHARDON AND ROSE
HUMAN RESOURCES CONSULTANTS
35 Hill Street, Mayfair, London W1X 7FD
Telephone: 071-491 0239 Fax: 071-493 8027

c. £40,000 + Car Croydon

design and implementation of state of the art computerised financial systems embracing the use of EPOS, EFTPOS and EDI.

◆ career development and training of the accounting team.

◆ corporate reporting, tax matters, and liaison with Group Head Office and external corporate auditors.

The Candidates:

- ◆ qualified accountants, aged 30-40.
- ◆ previous experience in fast moving high volume companies in Retail/FMCG/Financial Service sectors.
- ◆ strong team management and first-class communication skills.

Candidates should write in the first instance and in confidence to Elizabeth Parry at the address below, enclosing their CVs.

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51.9600	1.5600
51.9200	1.5525
51.8800	1.5450
51.8400	1.5375
51.8000	1.5300
51.7600	1.5225
51.7200	1.5150
51.6800	1.5075
51.6400	1.5000
51.6000	1.4925
51.5600	1.4850
51.5200	1.4775
51.4800	1.4700
51.4400	1.4625
51.4000	1.4550
51.3600	1.4475
51.3200	1.4400
51.2800	1.4325
51.2400	1.4250
51.2000	1.4175
51.1600	1.4100
51.1200	1.4025
51.0800	1.3950
51.0400	1.3875
50.9800	1.3800
50.9200	1.3725
50.8600	1.3650
50.8000	1.3575
50.7400	1.3500
50.6800	1.3425
50.6200	1.3350
50.5600	1.3275
50.5000	1.3200
50.4400	1.3125
50.3800	1.3050
50.3200	1.2975
50.2600	1.2900
50.2000	1.2825
50.1400	1.2750
50.0800	1.2675
50.0200	1.2600
49.9600	1.2525
49.9000	1.2450
49.8400	1.2375
49.7800	1.2300
49.7200	1.2225
49.6600	1.2150
49.6000	1.2075
49.5400	1.2000
49.4800	1.1925
49.4200	1.1850
49.3600	1.1775
49.3000	1.1700
49.2400	1.1625
49.1800	1.1550
49.1200	1.1475
49.0600	1.1400
48.9800	1.1325
48.9200	1.1250
48.8600	1.1175
48.8000	1.1100
48.7400	1.1025
48.6800	1.0950
48.6200	1.0875
48.5600	1.0800
48.5000	1.0725
48.4400	1.0650
48.3800	1.0575
48.3200	1.0500
48.2600	1.0425
48.2000	1.0350
48.1400	1.0275
48.0800	1.0200
48.0200	1.0125
47.9600	1.0050
47.9000	0.9975
47.8400	0.9900
47.7800	0.9825
47.7200	0.9750
47.6600	0.9675
47.6000	0.9600
47.5400	0.9525
47.4800	0.9450
47.4200	0.9375
47.3600	0.9300
47.3000	0.9225
47.2400	0.9150
47.1800	0.9075
47.1200	0.9000
47.0600	0.8925
46.9800	0.8850
46.9200	0.8775
46.8600	0.8700
46.8000	0.8625
46.7400	0.8550
46.6800	0.8475
46.6200	0.8400
46.5600	0.8325
46.5000	0.8250
46.4400	0.8175
46.3800	0.8100
46.3200	0.8025
46.2600	0.7950
46.2000	0.7875
46.1400	0.7800
46.0800	0.7725
46.0200	0.7650
45.9600	0.7575
45.9000	0.7500
45.8400	0.7425
45.7800	0.7350
45.7200	0.7275
45.6600	0.7200
45.6000	0.7125
45.5400	0.7050
45.4800	0.6975
45.4200	0.6900
45.3600	0.6825
45.3000	0.6750
45.2400	0.6675
45.1800	0.6600
45.1200	0.6525
45.0600	0.6450
45.0000	0.6375
44.9400	0.6300
44.8800	0.6225
44.8200	0.6150
44.7600	0.6075
44.7000	0.6000
44.6400	0.5925
44.5800	0.5850
44.5200	0.5775
44.4600	0.5700
44.4000	0.5625
44.3400	0.5550
44.2800	0.5475
44.2200	0.5400
44.1600	0.5325
44.1000	0.5250
44.0400	0.5175
43.9800	0.5100